

To: Fraass, Ron[Fraass.Ron@epa.gov]
From: Braganza, Emilio B.
Sent: Tue 9/8/2015 4:45:07 PM
Subject: changes made to the QA improvements document
Actions Taken to improve Quality at NCRFO since August 2014.doc

Hello Ron –

I've made the changes and renamed the document (reflect that the changes were made to improve QA since August 2014 with the GAP assessment being one of those actions).

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]
From: Braganza, Emilio B.
Sent: Fri 9/4/2015 6:49:08 PM
Subject: RE: draft bullets on QA improvements
Actions Taken to improve Quality at NCRFO since GAP Assessment Braganza.doc

Hello Ron –

Please take a look at the QA improvement bullets. **Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

I hope that they make sense. Let me know if you'd like for me to rearrange or edit them.

Have a great weekend.

From: Fraass, Ron
Sent: Monday, August 31, 2015 3:33 PM
To: Braganza, Emilio B.
Cc: Stafford, Andrea
Subject: draft bullets on QA improvements

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

To: White, Rick[White.Rick@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Cherepy, Andrea[Cherepy.Andrea@epa.gov]; LV NCRFO All (OAR-LV)[LV_NCRFO_All_OARLV@epa.gov]
From: Stafford, Andrea
Sent: Thur 8/27/2015 8:46:21 PM
Subject: NCRFO Input to ORIA Weekly
[ORIA Weekly Aug 28 2015.docx](#)

Rick –

Please find attached NCRFO's input to the ORIA Weekly Report.

Thank you!!!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

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Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]
Cc: Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Braganza, Emilio B.
Sent: Wed 8/19/2015 6:37:39 PM
Subject: NCRFO QMP, Revision 5
[NCRFO QMP - M.Wisdom comments - 7-30-2015 Accepted Changes .docx](#)

Hello –

I received Mary's comments for the QMP a week and a half ago. I have resolved her comments. The attached document has all of the changes accepted, and I have kept the track changes on. You'll also notice that Mary's comments remain on the document plus my responses to her comments.

Please review the document. I am hoping that the QMP sounds familiar since I've put effort to make it reflect our operation. By the way, I'm also getting assistance from Polly for an editorial review.

If possible, would you be able to provide me any comments by this Friday or at the latest Monday? I'm hoping to have a refined copy ready by next Thursday when Mike F. and Jon are here. By the way, I'm also meeting with Mary tomorrow to talk about the QMP (and the GAP Assessment response document).

Thanks.

To: Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov];
Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Braganza, Emilio B.
Sent: Thur 7/30/2015 5:24:11 PM
Subject: 2014 GAP Assessment Response documents
[2014 GAP Assessment Corrective Actions Plan.pdf](#)
[Gap Analysis NCRFO REPORT DCB 20140811a.pdf](#)
[2014 GAP Assessment Corrective Actions Plan TRACKING 072515.pdf](#)

Attached are the following:

1. The 2014 GAP Assessment corrective actions plan
2. The GAP Assessment report, with each bullet number, as a Finding.
3. The CA tracking document. This one was printed on 7/28/15. By the way, the next time I'll update is at the end of August, making an update cycle of 1 month.

I've left the hard copy that we'll be using for verifications on my desk corner.

I'm planning on making Andrea a hardcopy. If anyone else wants one, let me know.

If there are any alterations that you would like to make, please let me know and I'll make the changes directly on the PDFs. Please make them minor since I don't want to make significant changes to the corrective actions and verifications anymore at this point.

To: Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov];
Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Braganza, Emilio B.
Sent: Wed 7/15/2015 4:20:23 PM
Subject: FW: Proposed agenda for your Assistance Visit/FOG Gap Assessment
[FOGAssessment.AssistanceVisit.Agenda.docx](#)

FYI – I drafted an agenda for the FOG Assessment/Assistance Visit that we’re having at the end of August. I discussed with Andrea and Ron. The assumption is that the assessors will be taking the schedule and adjusting it to their needs. I’ll work with them to finalize it.

The names of the people being interviewed may change here and there before it is finalized too. We’ll have a discussion with the managers on Thursday.

From: Braganza, Emilio B.
Sent: Wednesday, July 15, 2015 9:17 AM
To: Lewis, Bobby
Subject: Proposed agenda for your Assistance Visit/FOG Gap Assessment

Good morning, Bobby

Here is my proposed agenda for your visit. I wanted to give you an idea of what we were looking for in terms of training and assistance plus I wanted to provide some insight in the systems that are field related and would be subject to a FOG assessment. I was taking a stab at the timing with the assumption that you all would adjust timing for your needs.

My preference was that we would receive the assessment first with a close out meeting. Then, the assistance part would start with training. I thought this may suit us best since we would have the preliminary results of your assessment first and then we could have that to frame the training that you and all would provide for our group. Does that make sense to you all?

Thanks, look forward to working with you all.

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
From: Braganza, Emilio B.
Sent: Tue 7/14/2015 6:08:41 PM
Subject: FW: FOG Assessment/Assistance Visit

Hello –

I received confirmation from Bobby Lewis – the head auditor for our FOG assessment – that he and his team will be visiting us during the week of August 31st.

I'm developing a draft agenda for their visit so they can get an idea of what we would like during the assistance phase of their visit.

From: Braganza, Emilio B.
Sent: Tuesday, July 14, 2015 8:45 AM
To: Wilds, Edward; Johnson, Jeremy; Stafford, Andrea; Fraass, Ron
Subject: FW: FOG Assessment/Assistance Visit

Good morning – I just received a message from Bobby Lewis – the head person for the FOG audit team. They cannot make it for the August 17th visit. He is proposing that they come out during the week of August 31st (with their visit being Sept. 1 – 3). He will confirm soon with me.

In the mean time – do you all think that is a good week? Let me know soon.

Thank you.

From: Braganza, Emilio B.
Sent: Monday, July 13, 2015 9:55 AM
To: Johnson, Jeremy; Wilds, Edward; Goodman, Roger; Baer, Alejandra M.
Cc: Stafford, Andrea; Fraass, Ron
Subject: FOG Assessment/Assistance Visit

Good morning –

I was contacted by Bobby Lewis, Region 4, that he and his team will be visiting us during the week of August 17th. The purpose of the visit is an Assistance Visit plus a gap assessment related to the FOG Guidelines.

To that end, he and his team are providing training sessions to us during the week. We'll be going over the FOG guidelines and performing a cross-walk with our current activities to provide us a picture on how we're implementing FOG and what we can do to improve our compliance to them. Plus, he'll be going over the process that he undertook to become an accredited field organization (I can't remember to who he was accredited to). I've asked him to provide an overview to us as well since our organization appears to be similar to his and so we can copy much of his process when we aim for an accreditation down the road. Finally, he and his team will provide training to our general staff members too regarding FOG, the agency requirement to be compliant to it, and how the implementation of FOG is seen by external assessors (them).

And then, they will do a gap assessment of us related to the FOG guidelines.

These assessors are very motivated to get us compliant to FOG by February of 2016 – which is why the main emphasis on this trip is the assistance part of the trip. The GAP Assessment has to be done, too, and it is framed from the assistance perspective where they are aiming to help us compliant.

I'm supposed to work on several things to prepare for the visit. Chief among that is to provide them copies of our reference documents. So, I have all of them except for the CRPR QAM and our RFO-110. So, if we can get those signed off within the next couple of days, that would be fantastic since I need to get copies of those documents to the assessment team by the end of this week.

Please help me get those documents to them so we can start out this assistance visit on the right foot by being on time with our products.

One more thing – we'll need our senior, technical people present during the week. So, if at all possible, let's have those people available during the week. We'll be much better off if our technical leads and senior science staff are available to interface with the assessment team.

Thanks.

To: Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov];
Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Johnson, Jeremy
Sent: Tue 7/14/2015 3:50:05 PM
Subject: RE: FOG Assessment/Assistance Visit

Sounds good to me. The sooner we can get it scheduled, the better to avoid scheduling conflicts.
Thanks

From: Braganza, Emilio B.
Sent: Tuesday, July 14, 2015 8:45 AM
To: Wilds, Edward; Johnson, Jeremy; Stafford, Andrea; Fraass, Ron
Subject: FW: FOG Assessment/Assistance Visit

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To: Johnson, Jeremy; Wilds, Edward; Goodman, Roger; Baer, Alejandra M.
Cc: Stafford, Andrea; Fraass, Ron
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Thanks.

To: Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Braganza, Emilio B.
Sent: Fri 7/10/2015 6:36:59 PM
Subject: FW: QAFAP and Checklist
[QA Field Activities Procedure Checklist 121814 NCRFO.docx](#)

All – I completed the FOG checklist. I had Ron review it for clarity and editing mistakes.

Apologies that I didn't give you all the opportunity to review the content of the checklist. It was a short turn around and I had to deal with the QSA first. I used the new QAM, the new training and certification SOP, the SOPs, and the old QMP as references.

You can look at the checklist, keeping in mind that this is the form that will be sent to the assessors. In the next couple of weeks, I imagine we'll be tasked to begin sending documents over to them for their review which is why we must push forward in approving our QAM and the training SOP as soon as we can. Also, if there were any mistakes, then please let me know, as I can have that in my back pocket when we are assessed by the FOG people.

Thanks.

From: Braganza, Emilio B.
Sent: Friday, July 10, 2015 11:30 AM
To: Wisdom, Mary F.
Subject: RE: QAFAP and Checklist

Good morning, Mary,

Here's our completed checklist.

Have a great weekend. Speak with you soon.

Emilio

From: Wisdom, Mary F.
Sent: Monday, June 29, 2015 11:52 AM
To: Braganza, Emilio B.
Subject: FW: QAFAP and Checklist

Emilio,

The gap assessment for the Field Operation Guidelines is scheduled for August. I think they will be at NAREL the week of the 17th. I've forwarded the info I got from Bobby Lewis, including the checklist.

We need to get the checklist completed and back to me by Monday, July 13th, so I can put it together with NAREL's and forward them both to the assessors. Please go ahead and pass it out to your folks, with assignments, so we can get this completed in a timely manner.

More details will follow. I'm a bit swamped at the moment. :-\

Mary

To: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]
From: Stafford, Andrea
Sent: Mon 7/6/2015 6:26:45 PM
Subject: NCRFO QS Status - For Discussion at our General
[NCRFO QS July 2015.docx](#)

Mike and Andrea –

During our General today, Ron and I would like to bring you up to speed on several critical NCRFO QS activities underway. I've put together the attached two-pager to help guide our discussion.

Thanks –

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

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Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Braganza, Emilio B.
Sent: Wed 7/1/2015 8:13:39 PM
Subject: FW: NCRFO draft QMP
NCRFO QMP-1 2014 11 Draft Final Baer JJ Goodman Braganza Comments.docx

Here was my second transmittal...

From: Braganza, Emilio B.
Sent: Thursday, June 11, 2015 9:42 AM
To: Wisdom, Mary F.
Subject: NCRFO draft QMP

Good morning, Mary –

Here's our draft QMP. The major changes that I've introduced were in the following:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

By the way, our last signed QMP is from 2012 when our organization was called R&IENL. That document was later revised to reflect our organization name change and our mission change (in May 2013). Alex was working with Mary Clark with the revision for a while. A “draft final” revision was produced in January 2015 but it wasn’t finalized at that point. I came on board in early April and I introduced my changes to the “draft final” revision to address the results from the Gap Assessment. This is the version that I have sent to you.

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Braganza, Emilio B.
Sent: Wed 7/1/2015 8:13:33 PM
Subject: FW: Draft NCRFO QMP and draft Training and Certification SOP
[NCRFO QMP-1 2014 11 Draft Final Baer JJ Goodman Braganza Comments.docx](#)
[SOP RPR 110 R00 Training and Certification NCRFO RERT Forward Team and Support.docx](#)

FYI – this was my first transmittal...April 13th, 2015.

To give a whole picture...she's been of great assistance to me as we've rolled out implementation of our QA program. So, while she hasn't been responsive to reviewing documents, she's given me much input on our training and certification method, concept of the periodic audits, and the summarizing of our training records system.

From: Braganza, Emilio B.
Sent: Monday, April 13, 2015 11:15 AM
To: Wisdom, Mary F.
Subject: Draft NCRFO QMP and draft Training and Certification SOP

Good morning, Mary –

As we discussed by phone last Thursday, I am sending you a draft of our QMP. I would like for you to scan selected sections of the QMP since I changed that language to reflect the actions that we immediately needed to take to address some of the findings from the GAP analysis. I would like your help to review that the direction that we are going is a good one. If I've done a good job in describing to you our plans, the sections should seem familiar to you.

It would be great if you could scan through our training and certification SOP, as well. We modeled it after your training and certification SOP and applied it to field specific positions for both ER functions and project related functions (for supporting the regions).

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Here's the QMP sections:

Ex. 5 - Deliberative Process

Thanks again for the meetings we've had so far. I am enjoying the time that I spend on the phone with you and the discussions that we are having on developing and operating a practical

QA system for us.

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Braganza, Emilio B.
Sent: Wed 7/1/2015 7:52:46 PM
Subject: Questions regarding time QMP transmitted to Mary

Hello Ron and Andrea – these are the dates in which I had sent the QMP for her review. The first date, 4/13/2015...I had asked her to review specific sections of the QMP since those were the ones that were edited from the January 2015 version. The edits were in response to changes we needed to make from the GAP Assessment. By the time 6/11/2015 rolled around, we had decided that she needs to go ahead and review the entire document.

Today, I had asked if she would be willing to let us finish up the QMP and get it signed and send it to her for concurrence, with the thought that there may be elements in there that she would rather change (even though she would change it unless there were some major omissions or errors. She felt it better to forge ahead with the review, indicated she was half way done and said she could provide comments by end of next week. By the way, she indicated that she had 7 other documents that were awaiting her review, too.

4/13/2015 & 6/11/2015

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]
Cc: Dempsey, Gregg D.[Dempsey.Gregg@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]
From: Johnson, Jeremy
Sent: Wed 7/1/2015 3:10:51 AM
Subject: Fwd: QAFAP and Checklist - gap assessment - FOG - please read immediately

See the chain of emails below.

Sent from my iPhone

Begin forwarded message:

From: "Johnson, Jeremy" <Johnson.Jeremy@epa.gov>
Date: June 30, 2015 at 3:01:35 PM PDT
To: "Veal, Lee" <Veal.Lee@epa.gov>
Cc: "Poppell, Sam W." <Poppell.Sam@epa.gov>
Subject: Re: QAFAP and Checklist - gap assessment - FOG - please read immediately

I understand that Emilio and Mary have a call tomorrow morning. I'm sure that they'll discuss. I'll punt this discussion until after their call.

Sent from my iPhone

On Jun 30, 2015, at 2:04 PM, Vcal, Lcc <Vcal.Lcc@epa.gov> wrote:

Jeremy,

You bring up a lot of important points. Should we try to talk this through with Emilio and Mary as a group? Or shall we let it proceed as currently identified, given the deadlines are close, and circle back a little later? I don't have an opinion either way –I'm not sure that I know enough of the details and implications to have one yet.

Lee

Lee Ann B. Veal

Director, Center for Radiological Emergency Management

Radiation Protection Division

Office of Radiation and Indoor Air

Office: 202-343-9448

Cell: 202-617-4322

www.epa.gov/radiation

From: Johnson, Jeremy

Sent: Tuesday, June 30, 2015 4:23 PM

To: Veal, Lee; Poppell, Sam W.

Subject: RE: QAFAP and Checklist - gap assessment - FOG - please read immediately

Lee and Sam

Before I address your question Lee, there is something I'd like to mention. Per an unrelated internal meeting in Vegas this morning:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

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Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Jeremy

From: Veal, Lee

Sent: Tuesday, June 30, 2015 12:21 PM

To: Poppell, Sam W.; Johnson, Jeremy

Subject: RE: QAFAP and Checklist - gap assessment - FOG - please read immediately

Hi Sam and Jeremy,

Did you talk with Mary about doing a combined response? I would think that we'd need to have a single response for at least those items/functions identified in the Interim ER Plan, right? As they are under the NAREL QA.

Lee

Lee Ann B. Veal

Director, Center for Radiological Emergency Management

Radiation Protection Division

Office of Radiation and Indoor Air

Office: 202-343-9448

Cell: 202-617-4322

www.epa.gov/radiation

From: Poppell, Sam W.
Sent: Tuesday, June 30, 2015 8:15 AM
To: Veal, Lee; Johnson, Jeremy
Subject: FW: QAFAP and Checklist - gap assessment - FOG - please read immediately

The following affects our ER group. I am curious as to why we cannot respond to this activity as a group, with one coordinated response.

From: Wisdom, Mary F.
Sent: Monday, June 29, 2015 2:07 PM
To: Griggs, John; Clark, Mike S.; Poppell, Sam W.; Royce, Christopher; Nielsen, Erik C.; Pate, Joshua
Subject: QAFAP and Checklist - gap assessment - FOG - please read immediately

We are scheduled for a gap assessment of our compliance with the Field Operations Guidelines in August, probably the week of the 17th. I am forwarding the memo and checklist I received from the lead assessor. We need to get the checklist filled in, with references, and back to me by COB Tuesday, July 14, so I can send it and supporting documents to the assessors that week. I will also be sending the similar info from NCRFO (with my ORIA hat on.)

I suggest everyone take a look at the check list and then we need to have a short meeting to decide the most efficient way to get the information into the table. Everyone is busy, so we need to spread the joy around, so we can get it completed on time.

About the only time I have left this week for a meeting is Thursday, which is fairly free. I know it's a holiday week, so am not sure who will actually be here Thursday. I

will be in DC all next week, so we need to get started on this check list quickly.

If Thursday won't work, I can try to make a bit of time for a meeting on Wednesday afternoon, after 2:30. Please let me know ASAP.

Thanks,

Mary

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]
From: Johnson, Jeremy
Sent: Tue 6/30/2015 4:03:10 PM
Subject: Fwd: QAFAP and Checklist - gap assessment - FOG - please read immediately
[QA Field Activities Procedure Checklist 121814.docx](#)
[ATT00001.htm](#)
[QAFAP.pdf](#)
[ATT00002.htm](#)

Sent from my iPhone

Begin forwarded message:

From: "Poppell, Sam W." <Poppell.Sam@epa.gov>
Date: June 30, 2015 at 5:14:48 AM PDT
To: "Veal, Lee" <Veal.Lee@epa.gov>, "Johnson, Jeremy" <Johnson.Jeremy@epa.gov>
Subject: FW: QAFAP and Checklist - gap assessment - FOG - please read immediately

The following affects our ER group. I am curious as to why we cannot respond to this activity as a group, with one coordinated response.

From: Wisdom, Mary F.
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Thanks,

Mary

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]
Cc: braganza.emilio@gmail.com[braganza.emilio@gmail.com]
From: Braganza, Emilio B.
Sent: Mon 6/29/2015 9:44:58 PM
Subject: Finalizing the GAP Assessment Corrective Actions Plan document
[2014 GAP Assessment Corrective Actions Plan TRACKING.docx](#)

Reminder - We'll be meeting tomorrow (Tuesday) at 8 AM to finalize the Gap Assessment corrective actions plan.

In addition to the earlier attachments (found in the calendar entry), I have enclosed the tracking document for the corrective actions.

See you tomorrow.

To: Veal, Lee[Veal.Lee@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Poppell, Sam W.[Poppell.Sam@epa.gov]
Cc: Edwards, Jonathan[Edwards.Jonathan@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Griggs, John[Griggs.John@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Perrin, Alan[Perrin.Alan@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Clark, Mike S.[Clark.Michael@epa.gov]
From: Flynn, Mike
Sent: Mon 6/29/2015 4:45:11 PM
Subject: FW: Interim ER Plan - Signed Copy
[Final Interim ER Plan June 2015.pdf](#)
[Final ORIA Interim ER Plan June 2015.docx](#)

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Lee, Jeremy and Sam,

I wanted to extend my sincere thanks to the three of you for your leadership in developing and finalizing this important plan. I know you had to work through some tough issues and think 'outside the box' to make this happen. This interim plan is very important to ensuring we can effectively respond to radiological incidents until the NCRFO QA program is fully in place. I know we have more work to do to implement this plan and our QA efforts at NCRFO but this is a tremendous step forward. Thanks again for coming together and leading this for ORIA!

Mike

Mike Flynn, Director

Office of Radiation & Indoor Air

U.S. EPA

202-343-9356

From: Veal, Lee
Sent: Tuesday, June 23, 2015 9:28 AM
To: Johnson, Jeremy; Poppell, Sam W.; Griggs, John; Clark, Mike S.; Fraass, Ron; Stafford, Andrea; Edwards, Jonathan; Perrin, Alan; Chan, Imei; Flynn, Mike; Cherepy, Andrea
Cc: Mosser, Jennifer; Dempsey, Gregg D.; Royce, Christopher; Braganza, Emilio B.; Wisdom, Mary F.
Subject: Interim ER Plan - Signed Copy

Good morning,

Please find attached a signed copy of the final ORIA Interim Emergency Response (ER) Plan.

As stated in the document, the purpose of this Interim ER Plan is “to guide ORIA emergency response managers and RERT members in developing and implementing the necessary programs to meet the equipment, personnel and quality system requirements to effectively respond to radiological incidents.” Under this Interim ER Plan, field operations will be conducted under the NAREL Quality Assurance system and protocols until the NCRFO Quality Assurance program is fully realized.

Lee

Lee Ann B. Veal

Director, Center for Radiological Emergency Management

Radiation Protection Division

Office of Radiation and Indoor Air

Office: 202-343-9448

Cell: 202-617-4322

www.epa.gov/radiation

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
From: Braganza, Emilio B.
Sent: Thur 6/25/2015 2:41:17 PM
Subject: FW: OAR Gap Assessment

FYI – seeing FOG GAP Assessment traffic. They were originally going to do August 17th at NAREL. From what I am reading, it appears they maybe going to Las Vegas.

From: Elkins, Joe
Sent: Thursday, June 25, 2015 7:33 AM
To: Lewis, Bobby
Cc: Weeks, Craig; Peyton, Mike; Johnson, Hunter; Wisdom, Mary F.; Braganza, Emilio B.; Haeuber, Richard; Noah, Greg; Schenk, Ruth; Holt, Kay; Koerber, Mike; Caldwell, Amy; Papp, Michael; Dewees, Jason; Cherepy, Andrea; Wayland, Richard; Eagles, Tom
Subject: RE: OAR Gap Assessment

Good Day!

I have just returned from a 2 week vacation today.

I do not have a problem with this approach.

Is it the only OAR location the FOG Gap Analysis Team will visit?

Joe Elkins

From: Lewis, Bobby
Sent: Monday, June 22, 2015 9:42 AM
To: Elkins, Joe
Cc: Weeks, Craig; Peyton, Mike; Johnson, Hunter; Wisdom, Mary F.
Subject: OAR Gap Assessment

Good morning Joe,

Ex. 5 - Deliberative Process

Thanks

Bobby Lewis

Field Quality Manger

EPA Region 4 SESD

980 College Station Rd

Athens, Ga. 30605

(706) 355-8629

To: Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]
From: Stafford, Andrea
Sent: Fri 6/19/2015 10:02:15 PM
Subject: Working Copy Spreadsheet of NCRFO Quality System Action Items
[QA Tracking.xlsx](#)

Ed and Jeremy –

Here is an updated spreadsheet of our current quality system action items. I've assigned numerous due dates based on conversations that I've had with you this week. Please ensure that your staff are aware of these due dates. I propose that we continue adding to and refining this spreadsheet so that we can all more effectively track our many quality-related action items.

Thank you!!!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

Office phone: (702) 784-8203

Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Edwards, Jonathan[Edwards.Jonathan@epa.gov]; Griggs, John[Griggs.John@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Poppell, Sam W.[Poppell.Sam@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
Cc: Perrin, Alan[Perrin.Alan@epa.gov]; Clark, Mike S.[Clark.Michael@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]
From: Veal, Lee
Sent: Thur 6/11/2015 3:31:20 PM
Subject: Interim ER Plan
[Final ORIA Interim ER Plan 21May15 clean copy.docx](#)
[Final Interim ER Plan 21May2015 review comments.xlsx](#)

Good morning,

We have our Interim ER Plan meeting this afternoon with Mike. Attached is the final plan (same as what I sent last week but with a June 2015 date) and the comment matrix for your reference. I'll bring Mike a hard copy.

This is a short update meeting.

Lee

Lee Ann B. Veal
 Director, Center for Radiological Emergency Management
 Radiation Protection Division
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 Office: 202-343-9448
 Cell: 202-617-4322
www.epa.gov/radiation

From: Veal, Lee
Sent: Monday, June 01, 2015 6:21 PM
To: Edwards, Jonathan; Griggs, John; Fraass, Ron; Poppell, Sam W.; Johnson, Jeremy
Cc: Perrin, Alan; Clark, Mike S.; Stafford, Andrea
Subject: RE: Interim ER Plan

<< File: Final Interim ER Plan 21May2015 review comments.xlsx >> << File: Final ORIA Interim ER Plan 21May15 clean copy.docx >>

Good evening,

We were able to get on Mike's schedule for next Thursday to give him an update on the ER Interim Plan. I'm attaching copies of the plan and the comment matrix for your reference.

While our plan is written, we have a number of implementation issues to work. Perhaps the

best approach toward updating you would be to provide an overview of the Interim Plan and then highlight some of the implementation actions that will be necessary to realize that plan. Let me know if this seems reasonable.

Lee

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-----Original Appointment-----

From: Flynn, Mike

Sent: Monday, June 01, 2015 4:31 PM

To: Flynn, Mike; Cherepy, Andrea; Edwards, Jonathan; Griggs, John; Fraass, Ron; Veal, Lee; Poppell, Sam W.; Johnson, Jeremy

Cc: Perrin, Alan; Clark, Mike S.; Stafford, Andrea

Subject: Interim ER Plan

When: Thursday, June 11, 2015 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: DCRoomWest1317

Purpose: To brief Mike on the final Interim ER Plan.

Scheduled: VTC Conferencing Set-Up

Scheduler:

Debbie Cheng
202-343-9569

To: Edwards, Jonathan[Edwards.Jonathan@epa.gov]; Griggs, John[Griggs.John@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Poppell, Sam W.[Poppell.Sam@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
Cc: Perrin, Alan[Perrin.Alan@epa.gov]; Clark, Mike S.[Clark.Michael@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Veal, Lee
Sent: Mon 6/1/2015 10:20:49 PM
Subject: RE: Interim ER Plan
[Final Interim ER Plan 21May2015 review comments.xlsx](#)
[Final ORIA Interim ER Plan 21May15 clean copy.docx](#)

Good evening,

We were able to get on Mike's schedule for next Thursday to give him an update on the ER Interim Plan. I'm attaching copies of the plan and the comment matrix for your reference.

While our plan is written, we have a number of implementation issues to work. Perhaps the best approach toward updating you would be to provide an overview of the Interim Plan and then highlight some of the implementation actions that will be necessary to realize that plan. Let me know if this seems reasonable.

Lee

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-----Original Appointment-----

From: Flynn, Mike
Sent: Monday, June 01, 2015 4:31 PM
To: Flynn, Mike; Cherepy, Andrea; Edwards, Jonathan; Griggs, John; Fraass, Ron; Veal, Lee; Poppell, Sam W.; Johnson, Jeremy
Cc: Perrin, Alan; Clark, Mike S.; Stafford, Andrea
Subject: Interim ER Plan
When: Thursday, June 11, 2015 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: DCRoomWest1317

Purpose: To brief Mike on the final Interim ER Plan.

Scheduled: VTC Conferencing Set-Up

Scheduler:

Debbie Cheng
202-343-9569

To: Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Poppell, Sam W.[Poppell.Sam@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Griggs, John[Griggs.John@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Clark, Mike S.[Clark.Michael@epa.gov]
From: Veal, Lee
Sent: Mon 6/1/2015 10:15:14 PM
Subject: RE: Items to address regarding the implementation of the ER Interim Plan
[Final Interim ER Plan 21May2015 review comments.xlsx](#)
[Final ORIA Interim ER Plan 21May15 clean copy.docx](#)

Jeremy & Sam,

Mike Flynn would like an update, and we are now scheduled.

I think that we are ready to say that we have a final plan, and now we have a number of implementation issues to address. Jeremy's list is just below and undoubtedly there will be others. Does that sound reasonable?

I'll send a clean version of the plan out to everyone on the scheduled meeting list next. Copies are attached for you as well.

Lee

Lee Ann B. Veal

Director, Center for Radiological Emergency Management

Radiation Protection Division

Office of Radiation and Indoor Air

Office: 202-343-9448

Cell: 202-617-4322

www.epa.gov/radiation

From: Johnson, Jeremy

Sent: Thursday, May 21, 2015 7:38 PM
To: Poppell, Sam W.; Veal, Lee
Cc: Fraass, Ron; Griggs, John; Stafford, Andrea; Clark, Mike S.
Subject: Items to address regarding the implementation of the ER Interim Plan

Sam and Lee,

During the development of the soon-to-be-signed Emergency Response Interim Plan, we have identified/encountered QA issues that require some sort of resolution and/or clarification. While these issues don't require resolution prior to the Plan's finalization, resolution is needed soon so that the Plan can be more easily (and quickly) implemented. With that being said, I do recognize that our QA managers are working to address these issues, but thought it best to compile them and share with management so that we have a better handle on what we need get accomplished. Considering all that is going on, I hope to follow up with the two of you next week on these issues and see where we stand.

Thanks and have a super Memorial Day weekend.

Jeremy

Outstanding Issues

- Clarification is needed on certification of trainers (i.e., mentors) for field SOPs. In line with QA/SOP-9 (specifically section 7.5.1.3), I offer that the authors (i.e., coordinator) of new SOPs be mentor's, assuming that they meeting NAREL QA requirements and complete Demonstration of Capability (DOC) Certification.
- Related to the item above, will NCRFO staff whom author NAREL SOPs (and meet all relevant NAREL QA requirements) be listed as SOP coordinators?
- Can NCRFO equipment (that is captured under NAREL's QA system and ER Interim Plan) be sent to the field? Based on recent in situ work, the answer would appear to be yes.
- Related to the second item, will NCRFO staff receive training on NAREL's QA

requirements for developing SOPs?

- Under NAREL's QA system (and Interim Plan), do we have a sense on if and how long it may take before NCRFO staff can respond alone (under NAREL's QA system)?
- Perhaps it is due to user error, but NAREL's SOPs are no longer available via Sharepoint. Will they be reposted? I'd like to get staff reading the field SOPs in preparation of training.
- Is it possible to complete NAREL's QMP, RERT QAM via webinar? Same goes for NAREL's ethics and data integrity requirements.

To: Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Braganza, Emilio B.
Sent: Tue 5/26/2015 10:31:54 PM
Subject: GAP Assessment Corrective Actions Plan
[2014 GAP Assessment Corrective Actions Plan.docx](#)
[Response to 2014 Gap Analysis - Acting ORIA QA Manager comments 3-11-2015.pdf](#)

Hi Jeremy, Ed, and Roger,

So, I finally got some guidance from Mary regarding a corrective actions plan for the GAP Assessment. It turns out that we don't have to have Causes and Solutions. Rather, we only need the Finding and the Corrective Actions. I've added the responsible official and the due date. I just made most everything due by July 1, 2015. Just pulling that out of my ... head. I didn't get the copy of the corrective actions plan from Mary yet but she did describe it to me.

In some cases, there are notes, especially when the assessor was way off in his write up.

I'd really like to finalize this, put a date on it, and start tracking the corrective actions. That's probably premature. Would you please review this and let me how you would make corrections on the CA's and the verifications, please. I need to talk to Mary Wisdom about this document in 3 weeks so please get something back to me in 2 weeks.

I've taken advice from Jeremy, Roger and all. I hope that I've honored your comments and produced a document that close enough for you all to live with.

Also, at the very end, I have a complete list of Corrective Actions and Verifications. I did that because I'm using bookmarks and I'm using references.

Thanks. Look forward to finishing this albatross.

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Braganza, Emilio B.
Sent: Tue 4/28/2015 10:37:26 PM
Subject: FW: Periodic audit checklists
[Audit Checklist Survey Instruments.docx](#)
[Audit Checklist Air Samplers.docx](#)
[Audit Checklist Deployables.docx](#)

FYI – I’m working with the managers and staff to develop the periodic audit checklists that we’ll be using. These are the audit checklists that I’ll be referring to when I do my QA talk to the staff at the Tuesday All Hands Meeting next week.

By the way, did I let you know I contacted the FOG contact for OAR. He sent me the OAR language for FOG which I’ve included in the draft QMP. I haven’t heard back from Mary regarding the draft QMP and the draft training and certification SOP. I’ll keep working going forward with my activities and adjust the documents when she finishes her review.

From: Braganza, Emilio B.
Sent: Tuesday, April 28, 2015 3:34 PM
To: Johnson, Jeremy; Wilds, Edward
Subject: Periodic audit checklists

Good afternoon Jeremy and Ed –

I’ve made up audit checklists for the survey instruments, the Deployables, and the air samplers. I worked with Mike a few months ago on the deployables checklist, Roger with the survey instruments, and Gary with the air samplers. The thinking here is that these periodic audits would involve randomly selecting a kit or instrument and determining if the unit is in working condition and if it has the supporting documents that belong to it. I also think we could do a quick inspection on the staff person by watching them do an operational check of the selected unit. I’m thinking that the audit would take 30 minutes max. to minimize the impact of the affected staff person.

The feedback I got from Mary W. is that we should provide immediate feedback of these audits to the staff person, their supervisor, and the Director one or two days after we perform the audit. So, that's the plan too.

Just so you know, the checks that are specified in the Deployables checklist haven't been implemented yet. Mike was thinking of doing it but he hasn't done it yet. I thought it was a great idea and I think we should leave it in there and just specify that it hasn't been implemented yet.

Please let me know your thoughts on the checklists. I'm thinking of making up one for the scanner van, too. I'm supposed to do one for the data review of the gravimetric data (that's the TAMS stuff) but I'm not going to bother sending that to you, unless you really want to.

I'm planning on presenting this periodic audit concept to the staff at the next All Hands Meeting. It was something that was identified in the Gap Assessment and it makes sense for us to do it.

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Braganza, Emilio B.
Sent: Mon 4/20/2015 5:38:33 PM
Subject: FW: new QA Manager at the NCRFO in Las Vegas

FYI – Hello Ron and Andrea – I’ve made contact with the OAR FOG contact. He provided the language and I’ve included into our QMP.

By the way, I did send up those training records to Sam Poppell a couple of weeks ago and Sam verified that he had received them. I sent Gregg’s, Mark’s, and Robert’s.

I’ve also sent in a very clean version of the QMP (minus the FOG language – it was one page), plus the training and certification SOP. Mary is reading those now.

Lastly, I’m working the GAP Assessment Response document. She preferred a narrative version of the response rather than the table format that Alex favored. She indicated it’s a standard way of doing it. I said to her that I want to redo and adopt her method. We may as well do it the way she does and standardize how ORIA documents assessment responses. The assessor didn’t number it so I had to take every bulleted item and use that as a finding. This is a huge document – about 75 pages! At any rate, it is a guide for us to use as we go forward. Many of the things that I’m documenting are things we’re already working on like updating the QMP, making up the training SOP, redoing the training program, and making up a CARS SOP. There’s other things, like what Ed did with the survey instruments that need to be look over by me or by you or Andrea to verify it was completed. We can discuss all of that at the next QA Team meeting.

Also, did you want me to set up regular weekly meetings with you to brief you on my activities? I’ve been doing it ad hoc and plan on continuing to brief everyone at the Manager’s Meeting. Please let me know if you need to have a structured one on one with me, in addition.

Thank you.

From: Elkins, Joe

Sent: Monday, April 20, 2015 6:37 AM

To: Braganza, Emilio B.

Cc: Wisdom, Mary F.; Haeuber, Richard; Noah, Greg; Schenk, Ruth; Holt, Kay; Koerber, Mike; Caldwell, Amy; Papp, Michael; Dewees, Jason; Cherepy, Andrea; Wayland, Richard; Eagles, Tom; Elkins, Joe

Subject: RE: new QA Manager at the NCRFO in Las Vegas

Good Day Emilio!

OAR has previously agreed to an OAR FOG implementation plan that included:

1. Developing an OAR FOG point of contact list

OAR Fog Points of Contact:

Joe Elkins – OAR FOG POC

Mary F. Wisdom – ORIA FOG POC

Emilio Braganza – ORIA FOG POC

Richard Haeuber – OAP FOG POC

Greg Noah – OAQPS FOG POC

Ruth Schenk – OTAG FOG POC

I also copy the following on E-mails that go out of OAQPS

Kay Holt

Mike Koerber

Amy Caldwell

Mike Papp

Jason Dewees

Andrea Cherepy

Chet Wayland

Tom Eagles

2. Developing and implementing an OAR FOG communication strategy

The OAR FOG POCs use to have very regular calls. We are to the point now where we have agreed to only have communication when there is a need.

3. Implementing the FOG through our QA Programs

4. Developing language that the OAR Offices impacted by the FOG would insert into our Offices Quality Management Plans

The language is attached below in this E-mail

5. The QMP language was developed and in OAQPS has been inserted and will soon be approved by all of our Directors and Monica Jones.

6. Let each office impacted by the FOG provide whatever detail is needed.

Ruth and I have drafted language for your review regarding the OAR Quality Management Plans FOG language. Please provide us with any comments or suggestions regarding this by COB September 25, 2013. I have placed the language below.

Potential OAR QMPs FOG Language

This applies to the organizational units of OAR that are associated with field sampling.

The Field Operations Group (FOG) developed ten operational guidelines for field activities (hereafter, FOG Guidelines) to ensure consistency in managing field practices and to reduce potential vulnerabilities. The FOG Guidelines are based on best practices for data collection as determined by EPA field groups, EPA quality requirements, and concepts of management systems established by the International Organization for Standardization (ISO). They are intended to apply to any field sampling, measurements, and observations used by EPA for any purpose, such as ambient monitoring, research, clean-ups, risk management, studying new/revised regulations, screening, compliance monitoring, and enforcement.

The FOG Guidelines apply to all EPA programs that conduct field activities directly or through contractual agreements and grants. The FOG Guidelines shall be incorporated into contract documents, including required quality assurance project plans and

standard operating procedures. These guidelines shall also apply to grants and other agreements funded by EPA under which field activities are conducted and shall be incorporated into grant requests for proposals, programmatic guidelines, and other relevant materials. These guidelines do not apply to EPA programs, contractors, or grantees carrying out activities with the primary goal of education (e.g., demonstrations, volunteer educational monitoring).

The FOG Guidelines are **minimum requirements** for establishing a quality management system to support field activities for the Agency. The basis of the FOG Guidelines is EPA Order CIO 2105.0, *Policy and Program Requirements for the Mandatory Agency-wide Quality System* (EPA 2000), and Agency-required quality management plans (QMPs) [see *EPA Quality Manual for Environmental Programs*, CIO 2105-P-01-0 (2000), and *EPA Requirements for Quality Management Plans*, EPA QA/R2 (2001)]. EPA Order CIO 2105.0 applies to all programs that collect, evaluate, and use environmental data for EPA. The FOG Guidelines are developed specifically for field activities that satisfy minimum **existing** requirements of EPA Order CIO 2105.0. The FOG Guidelines are relevant to all Agency organizations that collect environmental data, regardless of the data's intended use. Data and environmental data are defined in EPA Order CIO 2105.0.

The FOG Guidelines provide the foundation for ensuring the quality of the data generated by EPA and used for decision making. If the data quality is compromised at any point, from collection to analysis, it could result in costly mistakes for the Agency and undermine our sound science foundation. Therefore, it is of great importance that all data within the Agency be generated using consistent processes.

Implementing the FOG Guidelines will reduce potential vulnerabilities and will increase EPA's ability to make reliable, cost-effective, and defensible decisions. Regardless of the intended use of the field data, implementing the FOG Guidelines will benefit the Agency. The FOG Guidelines will be implemented in OAR through the project specific Quality Assurance Project Plans (QAPPs).

The following ten FOG elements will be incorporated into the project specific QAPPs associated with field sampling:

The FOG Guidelines are derived from EPA and ISO 17025 and 17020 requirements. The following is a brief description of each of the ten FOG Guidelines:

- 1. Personnel/Training.** Personnel responsible for field activities will have appropriate records documenting qualifications, education, training, experience, and competency for carrying out requirements of field activities.
- 2. Document Control.** Field groups will maintain a system for the control of all documents relating to their field activities, including the preparation, review, approval, issuance, revision, revocation, and archiving of documents. Controlled documents (policies, SOPs, SOP compendiums, guidance, blank template forms, and checklists) are generated internally for each organization and describe how work will be conducted.

- 3. Records Management.** Field groups will maintain a records management system to suit their particular circumstances and to comply with applicable federal, EPA, and regional records management regulations and retention schedules.
- 4. Evidence Management/Sample Handling.** Evidence includes samples, measurements, and documentation, such as field notes and instrument charts. Field groups will establish and maintain procedures for the identification, transportation, handling, protection, storage, and retention of samples and other potential evidence during field studies in accordance with federal criteria for various types of evidence.
- 5. Field Documentation.** Field groups will establish and maintain procedures to document all field activities to ensure the credibility of all observational, measurement, photographic, and sample collection information.
- 6. Field Equipment.** Field groups will establish and maintain procedures for field equipment to ensure all equipment is properly identified, maintained, and calibrated.
- 7. Field Inspections and Investigations.** Field groups will establish and maintain procedures for planning field investigations and inspections, taking into consideration all applicable EPA and program-specific requirements.
- 8. Reports.** Field groups will establish and maintain a procedure describing minimum standards for the preparation of a written report to summarize results of field activities and compliance inspections.
- 9. Internal Audits.** Field groups will establish procedures to conduct internal audits to verify that their operations comply with these guidelines. The personnel performing the audits will be qualified and independent from the functions being audited whenever possible.
- 10. Corrective Actions.** Field groups will establish and maintain a procedure for addressing findings from internal audits through corrective actions whenever nonconformities with these guidelines are identified.

Please let me know if I can provide any additional information.

The OAR FOG Gap Analysis is coming in mid-August. I will provide you with more details when I receive them.

Joe Elkins

From: Braganza, Emilio B.
Sent: Thursday, April 16, 2015 12:44 PM
To: Elkins, Joe
Subject: new QA Manager at the NCRFO in Las Vegas

Good morning Joe –

I've been assigned as the QA Manager for the NCRFO lab in Las Vegas. We're working on a quality system overhaul and I'm very interested in obtaining that materials that have been completed for the FOG. I'm still new to the position so I haven't had a chance to obtain a thorough debrief from the former QA Manager here.

I'm very interested in obtain the materials that were developed by OAR for the FOG - the implementation plan and the OAR language for insertion into our quality system documents. I'm also very interested in finding out if there have been any audit checklists that we can use to perform an internal audit against the FOG so we can prepare ourselves for an eventual FOG audit.

I thought I'd leave you an email first. I'd like to give you a call in the next few days too so I can get a better understanding of how OAR is implementing the FOG guidelines so that I may incorporate this into our quality system documents that we're updating.

Thanks,

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
From: Braganza, Emilio B.
Sent: Fri 4/17/2015 6:28:40 PM
Subject: Update on Quality System Activities

Good morning – I'd like to submit this update to you on QA activities. The majority of work that I am undertaking is in response the GAP plus they are activities we need to have running prior to external audits we may have. I'll send these updates out every 2 weeks, unless you all need them more often.

I am attending a portion of the Leadership Team meetings to update everyone on QA activities, and I would like to have a spot to speak about QA at every All Hands Meeting.

Thank you.

-

-

Continuing Assessment of Proficiency

Completed

- Continuing assessment of proficiency plan
- Concept into the draft QMP
- Concept discussed/clarified with the QA Manager

-

Training Records Consolidation

Completed

- Plan for consolidation of training records under the Deputy Director
- Policy language placed into the draft QMP
- Selected training records manager

Working on

- ☐ ☐ ☐ ☐ ☐ ☐ Meet with records manager/determine training file needs
- ☐ ☐ ☐ ☐ ☐ ☐ Finish consolidation of all training files in one location

-

Training System Update

Completed

- ☐ ☐ ☐ ☐ ☐ ☐ Develop updated training plan concept (discussed/clarified locally and with the QA Manager)
- ☐ ☐ ☐ ☐ ☐ ☐ Include concept of training plan into the QMP
- ☐ ☐ ☐ ☐ ☐ ☐ Develop draft training and certification SOP (1st review by ORIA QA Manager)
- ☐ ☐ ☐ ☐ ☐ ☐ Initial selection of trainers
- ☐ ☐ ☐ ☐ ☐ ☐ Identified priority positions for training (there are 5)

Working on

- ☐ ☐ ☐ ☐ ☐ ☐ Conceive then develop trainer's objective test
- ☐ ☐ ☐ ☐ ☐ ☐ Develop training plans for priority positions
- ☐ ☐ ☐ ☐ ☐ ☐ Select/certify trainers for priority positions
- ☐ ☐ ☐ ☐ ☐ ☐ Identify staff for training in priority positions
- ☐ ☐ ☐ ☐ ☐ ☐ Finalize training and certification SOP
- ☐ ☐ ☐ ☐ ☐ ☐ Start training/certification with staff

-

Update Internal Auditing Plan

Deployables Documents – Supplemental

Completed

Working on

- [] Need to determine if supplemental Deployables documents are needed

-

-

GAP Assessment Response Documentation

Completed

- [] Determine major areas that need to be worked on; discussed with ORIA QA Manager; start working on major areas

- [] Finished GANTT chart detailing actions and timelines

Working on

- [] Writing GAP assessment response in narrative form (as discussed with the QA Manager)

-

-

Quality System Operations Update

Completed

- [] Finalized 4 revisions of SOPs in April, 2015

- [] Finalized QAPP errata for UNLV-QAPP-1

- [] Finalized MERL QAM

- [] Copied Dempsey, Sells, and Mosley training records; sent to Poppell (NAREL)

- [REDACTED] Obtained agreement to conference call with Mary Wisdom every 2 weeks (have had 2 calls so far)

-

Working on

- [REDACTED] Discussed CAR for out of specification digital flowmeter with technical staff; awaiting signature by Jeremy
- [REDACTED] Submitted QMP ORIA QA Manager for her 1st review
- [REDACTED] Submitted training and certification SOP (110) to ORIA Manager for her 1st review

To: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Baer, Alejandra M.
Sent: Sun 4/12/2015 6:14:45 PM
Subject: QA Manager Transition

Andrea, per our conversation Friday, I'm forwarding the draft "QA Manager Transition" email I'd given you (below and addressed to Ron), but did not have a chance to discuss due to leave, etc. The intent for the discussion (of this draft email was prompted by Emilio's change in approach in terms of the 'transition' plan and was looking for confirmation from you and/or Ron (since Emilio had been announced as the official QA Manager and duties had not been officially assigned to me). As you can see from the list below, there are only but a few items for me to address like officially transferring Record-access keys to Emilio and providing him with a tour of the Records room.

Ron,

Last week I met with Emilio (NCRFO QA Manager effective March 8, 2015) and we discussed me developing a plan for transition which included identifying and addressing all the critical components of quality along with the state of NCRFO's quality system. Yesterday, Emilio I discussed items that needed to be included in the transition (e.g., transfer of NCRFO's quality controlled documents, transfer of Administrative Rights to the Quality folder, QAMT Agenda, etc.). The discussion of a plan evolved into to-do list.

During our meeting, I provided Emilio with an orientation of the electronic Controlled Documents files, along with the filing system of hard copy records (e.g., CARs, Personnel Training Files, Training Plans, assessments, quality documents and mandatory training, etc.). I've emailed Emilio the latest draft version of the QMP. I've also emailed a request to Andrea to request (LPC-IT) transfer Administrative Rights (of the Quality folder) to Emilio. I still need to provide Emilio with a tour of historic LPC Records cabinet, and LPB Room 306 (records) and transfer those respective keys.

The following are items that are outstanding items to be assumed by the QA Manager:

1. Emilio will assume responsibility for new and revised SOPs. Any SOPs where I have initiated a review are complete.
2. Review the UNLV QAPP for implementation and compliance (e.g. were data reviewers trained and training documented, assure data packages are reviewed by the QA Manager before data release compliant with the QAPP, logbooks are reviewed, etc.).
3. Resume response to Gap Analysis.
4. Provide staff with SOP RFO-103 Training.
5. Transfer NCRFO MAPEP account rights to Emilio – this will entail Emilio contacting

MAPEP.

6. Follow up on QAARWP FY15 Work Plan.
7. Revise FEM's Laboratory Competency Plan (see FY2014/2015 QAARWP submission).
8. Agency and NCRFO Quality Systems/Ethics and Data Integrity Training: retrain Linda Perez, and Tommy Ng

Finally, in additon to Emilio becoming familiar with his duties as QA Manager (NCRFO's QMP), and Agency resources and tools (epa.gov/quality) I'm recommending that the Interim ORIA QA Manager provide ORIA QS Training and an orientation to Emilio.

If you have any questions or comments, please don't hesitate to contact me.

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

702.784.8201 (f)

baer.alejandra@epa.gov

To: Braganza, Emilio B.[Braganza.Emilio@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Holt, Kay[Holt.Kay@epa.gov]; Koerber, Mike[Koerber.Mike@epa.gov]; Koerber, Mike[Koerber.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Wayland, Richard[Wayland.Richard@epa.gov]
From: Elkins, Joe
Sent: Mon 3/23/2015 6:22:32 PM
Subject: FW: FOG Gap Assessment Schedule

Good day Emilio!

Welcome to the OAR FOG Team!

Please contact me if you have any questions.

FYI

Joe Elkins

From: Elkins, Joe
Sent: Friday, February 27, 2015 4:19 PM
To: Weeks, Craig; Lewis, Bobby
Cc: Kubik, Craig; Cherepy, Andrea; Wisdom, Mary F.; Haeuber, Richard; Noah, Greg; Schenk, Ruth; Holt, Kay; Koerber, Mike; Papp, Michael; Dewees, Jason; Wayland, Richard; Elkins, Joe
Subject: RE: FOG Gap Assessment Schedule

Thank You for the information.

From: Weeks, Craig
Sent: Wednesday, February 25, 2015 11:46 AM
To: Elkins, Joe; Lewis, Bobby
Cc: Kubik, Craig; Weeks, Craig
Subject: RE: FOG Gap Assessment Schedule

Joe,

Thanks for confirming the dates for the OAR Gap Assessment for Aug 17 – 20. The

assessment will be led by Bobby Lewis and myself. We will be in contact with you and others, as necessary over the months leading up to the assessment to address your questions below. I would suspect that we will only be visiting one location during that week, given the time constraints. Other locations with field operations can be tied in via conference calls. Any documentation can be submitted and reviewed in advance of the visit.

Both Bobby and I will be in touch to coordinate our plans for the visit.

Thanks,

Craig



Craig Weeks (6EN-X)

U.S. Environmental Protection Agency Region 6

1445 Ross Avenue

Dallas, TX 75202

214.665.7505

weeks.craig@epa.gov

From: Elkins, Joe

Sent: Wednesday, February 25, 2015 8:20 AM

To: Becker, Sam; Kubik, Craig

Cc: Holt, Kay; Koerber, Mike; Caldwell, Amy; Papp, Michael; Dewees, Jason; Wayland, Richard; Weeks, Craig; Eagles, Tom; Elkins, Joe; Schenk, Ruth; Noah, Greg; Haeuber, Richard; Wisdom, Mary F.; Cherepy, Andrea; Elkins, Joe

Subject: RE: FOG Gap Assessment Schedule

Good Morning!

I am now proposing that the OAR FOG Gap analysis be scheduled for August 17-20, 2015.

We have a few questions including:

1. Will the OAR FOG Gap analysis occur at multiple locations;
2. If not, who from each organization should plan to participate;
3. How should they plan to participate, in person, by telephone, etc
4. Will you send a scheduled invitation, if so each person on this E-mail should receive it;
5. Joe

From: Elkins, Joe

Sent: Friday, February 13, 2015 9:18 AM

To: Cherepy, Andrea; Wisdom, Mary F.; Haeuber, Richard; Noah, Greg; Schenk, Ruth

Cc: Holt, Kay; Koerber, Mike; Caldwell, Amy; Papp, Michael; Dewees, Jason; Wayland, Richard; Weeks, Craig; Eagles, Tom

Subject: FW: FOG Gap Assessment Schedule

Good Day!

In OAR, we now have a conflict with 2 of us in the FOG OAR POCs with the March 23 - 27, 2015 tentatively scheduled FOG Gap Assessment.

I suggest we have it rescheduled for their next available dates of August 17 – 20, 2015. Please let me hear from you by COB Wednesday, February 18, 2015. Please let me know if you can or can not make these dates if I sent this Email to you – not cced.

Also Craig – we need to know if you are conducting this FOG OAR Assessment in each of our OAR locations, only one location, or remotely via telephone or other remote available technology.

I look forward to hearing from each of you.

Joe Elkins

From: Weeks, Craig
Sent: Wednesday, February 11, 2015 3:50 PM
To: FOG Implementation POCs
Cc: Weeks, Craig
Subject: FOG Gap Assessment Schedule

FOG Implementation POCs:

Thanks for being flexible in working together to finalize the schedule for completing the Gap Assessments. Attached is the revised schedule based upon our discussion today. Please review for accuracy. A few organizations (R3, R7, OAR, OECA, and ORD) have committed to confirm their scheduled timeframes, ASAP. Please send an email to both Craig Kubik and myself to confirm your visit dates, by COB next Tuesday, February 17.

Attached is both the Excel Spreadsheet and the summary page in PDF format for ease of sharing within your organization.

Craig



Craig Weeks (6EN-X)

U.S. Environmental Protection Agency Region 6

1445 Ross Avenue

Dallas, TX 75202

214.665.7505

weeks.craig@epa.gov

To: Stafford, Andrea[Stafford.Andrea@epa.gov]; Mosser, Jennifer[Mosser.Jennifer@epa.gov]
Cc: Sells, Mark D.[Sells.Mark@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Dempsey, Gregg D.
Sent: Mon 3/16/2015 5:00:53 PM
Subject: RE: Draft Interim ER Plan for Review
[Outline EPA ORIA Interim Emergency Response Plan V5 \(with Gregg's Comments\).docx](#)

I was out the last part of last week, here are mine.

Gregg D. Dempsey

Senior Science Advisor

U.S. Environmental Protection Agency

National Center for Radiation Field Operations

4220 S. Maryland Parkway, Building C

Las Vegas, Nevada 89119

dempsey.gregg@epa.gov

(702) 784-8232 office

From: Stafford, Andrea
Sent: Monday, March 16, 2015 8:55 AM
To: Mosser, Jennifer
Cc: Dempsey, Gregg D.; Sells, Mark D.; Johnson, Jeremy; Fraass, Ron
Subject: RE: Draft Interim ER Plan for Review

Jen –

Please see my attached comments and input on the Draft Interim ER Plan. I look forward to the workgroup going through all of the comments and developing a final Interim Plan. Thanks so much for coordinating this effort!!

Andrea

From: Mosser, Jennifer

Sent: Friday, February 27, 2015 11:13 AM

To: Johnson, Jeremy; Dempsey, Gregg D.; Sells, Mark D.; Stafford, Andrea; Poppell, Sam W.; Royce, Christopher; Wisdom, Mary F.; Veal, Lee; Edwards, Jonathan

Cc: Nishimoto, Theresa; Blum, Melissa

Subject: Draft Interim ER Plan for Review

TGIF, All-

The draft Interim ER Plan is ready for your review. Its purpose is to guide ORIA in developing the necessary programs to ensure the RERT is capable of responding to small-scale radiological incidents. The Plan addresses the quality management structure that must be in place to assure environmental data collected by the RERT are consistent with the EPA mandatory quality system requirements. It also directs the development of procedures for training and certification of personnel involved in field operations, such as instrument operators and sampling specialists. The third piece of the Plan focus on the need for appropriate, well-maintained equipment that is ready to be deployed in support of an RERT response.

If you have comments, please send them to me by **COB Friday, March 13.**

Thanks,

Jen

Jennifer Mosser, P.E.

Captain, U.S. Public Health Service

Environmental Engineer

U.S. Environmental Protection Agency

Office of Air and Radiation

Radiation Protection Division

Office (202) 343-9466

Cell (202) 510-0612

mosser.jennifer@epa.gov

To: Mosser, Jennifer[Mosser.Jennifer@epa.gov]
Cc: Dempsey, Gregg D.[Dempsey.Gregg@epa.gov]; Sells, Mark D.[Sells.Mark@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Stafford, Andrea
Sent: Mon 3/16/2015 3:55:15 PM
Subject: RE: Draft Interim ER Plan for Review
[Outline EPA ORIA Interim Emergency Response Plan AS Comments.docx](#)
[RPR 330R2 Training Plan R01.pdf](#)

Jen --

Please see my attached comments and input on the Draft Interim ER Plan. I look forward to the workgroup going through all of the comments and developing a final Interim Plan. Thanks so much for coordinating this effort!!

Andrea

From: Mosser, Jennifer
Sent: Friday, February 27, 2015 11:13 AM
To: Johnson, Jeremy; Dempsey, Gregg D.; Sells, Mark D.; Stafford, Andrea; Poppell, Sam W.; Royce, Christopher; Wisdom, Mary F.; Veal, Lee; Edwards, Jonathan
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If you have comments, please send them to me by **COB Friday, March 13.**

Thanks,

Jen

Jennifer Mosser, P.E.

Captain, U.S. Public Health Service

Environmental Engineer

U.S. Environmental Protection Agency

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mosser.jennifer@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]
From: Flynn, Mike
Sent: Mon 3/16/2015 11:49:48 AM
Subject: Re: Quality efforts

Thank you Ron.

Sent from my iPhone

On Mar 10, 2015, at 5:32 PM, Fraass, Ron <Fraass.Ron@epa.gov> wrote:

Mike,

- All staff received training and were tested on EPA and NCRFO quality management practices (EPA Quality Policy & Ethics and Data Integrity training) in January and February. Each staff and management member was counseled on their test results by our QA Manager Alex Baer.
- Revised QMP and QAM are awaiting initial comments(sent 22 Jan) from OROA QA Acting QA Manager. I Mei asked that Mary hold off review of QMP at this time.
- Also waiting on comments on Gap Analysis corrective action plans (sent 24 December).
- Revised and had QAPP for pre-decommissioning work approved to include additional buildings and methods.
- Staff reviewed all current swipe results following method reviewed by Acting ORIA QA Manager. All but three items could be released and radon items for shipment to NAREL were released as well.
- Working with HR to appoint Emilio as NCRFO QA Manager—they (HR) are having computer software problems.
- Following review of capabilities, a current C Grantee will not have their contract renewed.
- “MERL” analyst staff took part in latest MAPEP for liquid scintillation and gross alpha/beta analyses with positive results. Gamma analyst informally completed MAPEP analysis of gamma standard with positive results.
- Center Directors and staff have been working with RPD and NAREL on the interim Rad ER Plan.

- [REDACTED] Center Directors and staff have been working on the ER Preparedness Matrix.
- [REDACTED] CPT using HSEEP methodology to plan our next table top exercise to make use of our QA Policies and SOPs.
- [REDACTED] Revised staff duties to ensure all QA, operational, decommissioning, and infrastructure duties are being managed and completed.
- [REDACTED] Moved management of air samplers from an individual to a team system to ensure all QA standards are met.

Ron

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

From: Flynn, Mike

Sent: Monday, March 09, 2015 7:20 AM

To: Fraass, Ron

Subject: Quality efforts

Ron,

As requested in my Dec 15 memo to you, please provide me a status update on the efforts you have taken to ensure that you and your staff are fully aware of and follow the Agency's Quality Policy.

Thanks, Mike

Mike Flynn, Director

Office of Radiation & Indoor Air

U.S. EPA

202-343-9356

From: Flynn, Mike
Sent: Monday, December 15, 2014 5:50 PM
To: Fraass, Ron
Subject: RE: Memo

Thanks you Ron.

Mike Flynn, Director

Office of Radiation & Indoor Air

U.S. EPA

202-343-9356

From: Fraass, Ron
Sent: Monday, December 15, 2014 5:49 PM
To: Flynn, Mike
Subject: RE: Memo

Mike,

I reviewed your memo and concur with your review of the issues and will comply with your direction. I will ensure my management staff understand the direction as well. As we have made modifications to our current Quality Management Plan, all staff will receive additional training on our quality processes in January. I will notify you when that is complete.

Ron

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

From: Flynn, Mike

Sent: Monday, December 15, 2014 2:25 PM

To: Fraass, Ron

Subject: Memo

Ron,

Attached is the memo that we discussed. Please let me know if you have any questions.

Mike

Mike Flynn, Director

Office of Radiation & Indoor Air

U.S. EPA

202-343-9356

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]; Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]
From: Wisdom, Mary F.
Sent: Wed 3/11/2015 7:40:44 PM
Subject: Acting ORIA QA Manager Response to NCRFO Gap Assessment Response
[Response to 2014 Gap Analysis - Acting ORIA QA Manager comments 3-11-2015.pdf](#)

Good afternoon, Ron, Andrea, and Alex,

I have attached my response and suggestions to your gap assessment response. As you know, I Mei and Ingrid requested that I include some specific pieces of information in the response, especially as regards the various proposed Corrective Actions, which I have attempted to do. My explanation of how that was done (in blue) is on the first page of the document.

I have tried to give direct information and clear guidance, and, reading over it, I hope it doesn't sound too blunt. Please be aware that I mean my comments to be helpful and instructional, and not critical or harsh. I hope you and the NCRFO staff will study my additions with that intent in mind. Note, for example, that in the ORIA QAM column on the first table, I have included many questions, as well as some comments or suggestions. I think that if NCRFO can successfully and completely answer those questions, with objective contemporary evidence of the answers, you will be a long way down the road to closing out the findings. I hope they will help you to think through the process.

I am sending the PDF version because it fits on a standard page (though in small font) and because the paragraphs across a table will line up correctly regardless of which printer you use.

I know there is a lot of information to take in, and I want you to know that I appreciate the amount of time and work it took for Andrea and the other NCRFO folks to produce the assessment response. I hope my own response and suggestions will be helpful as you move the NCRFO forward.

Please let me know if you have questions or need additional information.

Mary

To: Fraass, Ron[Fraass.Ron@epa.gov]
From: Stafford, Andrea
Sent: Wed 3/11/2015 4:43:47 PM
Subject: FW: Draft Interim ER Plan for Review
[Outline EPA ORIA Interim Emergency Response Plan V5 26Feb15.docx](#)

FYI -

From: Mosser, Jennifer
Sent: Friday, February 27, 2015 11:13 AM
To: Johnson, Jeremy; Dempsey, Gregg D.; Sells, Mark D.; Stafford, Andrea; Poppell, Sam W.; Royce, Christopher; Wisdom, Mary F.; Veal, Lee; Edwards, Jonathan
Cc: Nishimoto, Theresa; Blum, Melissa
Subject: Draft Interim ER Plan for Review

TGIF, All-

The draft Interim ER Plan is ready for your review. Its purpose is to guide ORIA in developing the necessary programs to ensure the RERT is capable of responding to small-scale radiological incidents. The Plan addresses the quality management structure that must be in place to assure environmental data collected by the RERT are consistent with the EPA mandatory quality system requirements. It also directs the development of procedures for training and certification of personnel involved in field operations, such as instrument operators and sampling specialists. The third piece of the Plan focus on the need for appropriate, well-maintained equipment that is ready to be deployed in support of an RERT response.

If you have comments, please send them to me by **COB Friday, March 13**.

Thanks,

Jen

Jennifer Mosser, P.E.

Captain, U.S. Public Health Service

Environmental Engineer

U.S. Environmental Protection Agency

Office of Air and Radiation

Radiation Protection Division

Office (202) 343-9466

Cell (202) 510-0612

mosser.jennifer@epa.gov

To: Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Chan, Imei
Sent: Tue 3/10/2015 8:01:32 PM
Subject: Re: NCRFO Gap Analysis Corrective Action Evaluation

Mary told me yesterday that she is hoping to send her feedback today or tomorrow.

I Mei

On Mar 10, 2015, at 12:56 PM, Stafford, Andrea <Stafford.Andrea@epa.gov> wrote:

I Mei and Ingrid –

Any word/input from Mary on final comments to our Gap Analysis Corrective Actions report? We were hoping/expecting to see something last Friday.

Thank you!!

Andrea

From: Rosencrantz, Ingrid
Sent: Monday, March 02, 2015 12:39 PM
To: Fraass, Ron; Stafford, Andrea
Cc: Wisdom, Mary F.; Chan, Imei
Subject: NCRFO Gap Analysis Corrective Action Evaluation

Hi Ron and Andrea,

Hope things are good with you all. We're happy here, as the ice is finally melting in the DC area.

I'm writing a short note to let you know that Mary has had a few things come up but she hopes to get her comments on the 2014 NCRFO gap analysis corrective actions to you, cc'ing I Mei and myself, by this Friday.

Thanks.

Ingrid

Ingrid Rosencrantz

Senior Physical Scientist

Radiation Protection Division

Office in Radation and Indoor Air

Office of Air and Radiation

202-343-9286

202-579-5157

To: Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]
From: Stafford, Andrea
Sent: Tue 3/10/2015 7:56:40 PM
Subject: RE: NCRFO Gap Analysis Corrective Action Evaluation

I Mei and Ingrid –

Any word/input from Mary on final comments to our Gap Analysis Corrective Actions report?
We were hoping/expecting to see something last Friday.

Thank you!!

Andrea

From: Rosencrantz, Ingrid
Sent: Monday, March 02, 2015 12:39 PM
To: Fraass, Ron; Stafford, Andrea
Cc: Wisdom, Mary F.; Chan, Imei
Subject: NCRFO Gap Analysis Corrective Action Evaluation

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Ingrid

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202-579-5157

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Wisdom, Mary F.[Wisdom.Mary@epa.gov];
Chan, Imei[Chan.Imei@epa.gov]; Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]
From: Flynn, Mike
Sent: Mon 3/9/2015 8:47:51 PM
Subject: QA recommendations
[QA Recommendations3 2 15.docx](#)

Ron/Andrea,

Attached are the recommendations on QA provided to me by I Mei and Ingrid, per my request in my Nov 17, 2014 memo. We plan to discuss these with you and the management team during our discussions this week.

See you tomorrow.

Mike

Mike Flynn, Director

Office of Radiation & Indoor Air

U.S. EPA

202-343-9356

To: Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Wisdom, Mary F.[Wisdom.Mary@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]
From: Stafford, Andrea
Sent: Tue 3/3/2015 3:54:41 PM
Subject: RE: NCRFO Gap Analysis Corrective Action Evaluation

Ingrid –

Thanks for sharing this update!!

Andrea

From: Rosencrantz, Ingrid
Sent: Monday, March 02, 2015 12:39 PM
To: Fraass, Ron; Stafford, Andrea
Cc: Wisdom, Mary F.; Chan, Imei
Subject: NCRFO Gap Analysis Corrective Action Evaluation

Hi Ron and Andrea,

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Thanks.

Ingrid

Ingrid Rosencrantz

Senior Physical Scientist

Radiation Protection Division

Office in Radation and Indoor Air

Office of Air and Radiation

202-343-9286

202-579-5157

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Wisdom, Mary F.[Wisdom.Mary@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]
From: Rosencrantz, Ingrid
Sent: Mon 3/2/2015 8:39:19 PM
Subject: NCRFO Gap Analysis Corrective Action Evaluation

Hi Ron and Andrea,

Hope things are good with you all. We're happy here, as the ice is finally melting in the DC area.

I'm writing a short note to let you know that Mary has had a few things come up but she hopes to get her comments on the 2014 NCRFO gap analysis corrective actions to you, cc'ing I Mei and myself, by this Friday.

Thanks.

Ingrid

Ingrid Rosencrantz

Senior Physical Scientist

Radiation Protection Division

Office in Radation and Indoor Air

Office of Air and Radiation

202-343-9286

202-579-5157

To: Wisdom, Mary F.[Wisdom.Mary@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
From: Baer, Alejandra M.
Sent: Fri 2/27/2015 3:05:56 PM
Subject: FY2014/2015 QAARWP
[FY 2014 2015 QAARWP NCRFO memo.doc](#)
[FY14&15 NCRFO QAARWP.docx](#)

Hi Mary,

Please find attached NCRFO's QAARWP submission for FY2014/FY2015. An email will follow with a signed PDF version of the memo. Look for it the week of March 9. Thanks!!

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

702.784.8201 (f)

baer.alejandra@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]
From: Baer, Alejandra M.
Sent: Tue 2/24/2015 5:21:32 PM
Subject: Immediate Action Required: Draft FY2014/2015 QAARWP Comments
[FY 2014_2015 QAARWP NCRFO memo.doc](#)
[FY14&15 NCRFO QAARWP.docx](#)

Good morning. Here is a draft version of the QAARWP. Please read the memo first, then the QAARWP. Because of the current status of NCRFO's quality system, I thought it important to capture certain language in the memo that might not be captured well in the QAARWP.

Sorry for the quick turn-around, but I'd like to request to receive your comments by noon tomorrow (2/25/2015)...though sooner is always better. Thanks!!!

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

702.784.8201 (f)

baer.alejandra@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Baer, Alejandra M.
Sent: Thur 2/12/2015 11:59:53 PM
Subject: Re: Draft NCRFO QMP

Yes, I took care of that this morning and emailed it to Malek, after I'd received the "thumbs up" from Jeremy.

From: Fraass, Ron
Sent: Thursday, February 12, 2015 11:54 PM
To: Baer, Alejandra M.
Cc: Stafford, Andrea
Subject: RE: Draft NCRFO QMP

That works for me. It will be consistent with our current QMP. We do need to put the training boiler plate change in the 330 one though.

Ron

Ronald G. Fraass, Director
National Center for Radiation Field Operations
4220 South Maryland Ave; Bldg C
Las Vegas, NV 89119
Tel: 702 784-8220
Fax: 702 784-8201
fraass.ron@epa.gov

From: Baer, Alejandra M.
Sent: Thursday, February 12, 2015 3:49 PM
To: Fraass, Ron
Cc: Stafford, Andrea
Subject: Re: Draft NCRFO QMP

Thanks for the update Ron.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Thanks again.

From: Fraass, Ron

Sent: Thursday, February 12, 2015 11:42 PM

To: Baer, Alejandra M.

Cc: Stafford, Andrea

Subject: RE: Draft NCRFO QMP

Alex, I learned today that in discussions with Mary Wisdom, I Mei told Mary to wait on review of our QMP until we had considered her remarks on our Gap process. Andrea and I will talk with I Mei next Friday to get a feel for the status of our GAP response. That way we can hopefully make any needed changes once rather than twice.

Ron

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

From: Baer, Alejandra M.
Sent: Monday, February 09, 2015 10:44 AM
To: Fraass, Ron
Cc: Stafford, Andrea
Subject: FW: Draft NCRFO QMP
Importance: High

Ron,

I wanted to touch base and make you aware that I haven't received comments from Mary. You said you want to send our final draft to Mike for review, but that you also want to give Mary a courtesy call prior to sending the QMP to Mike (if she didn't provide comments by the 6th). Please keep me in the loop. Thank you!

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

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baer.alejandra@epa.gov

From: Baer, Alejandra M.
Sent: Wednesday, February 04, 2015 8:20 AM
To: Wisdom, Mary F.
Subject: FW: Draft NCRFO QMP
Importance: High

Good morning, Mary!

With all the quality activity happening lately, I wanted to send out a gentle reminder on my request for your comments on NCRFO's QMP. Thank you!

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

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baer.alejandra@epa.gov

From: Baer, Alejandra M.
Sent: Thursday, January 22, 2015 3:00 PM
To: Wisdom, Mary F.
Cc: Fraass, Ron
Subject:
Importance: High

Mary,

Hi! Hope all is well in Montgomery.

Attached, please find the draft final NCRFO QMP for your review. I'd like to request your comments by February 6, 2015. It's Ron's intention to provide Mike with the NCRFO QMP that has undergone a comprehensive review by NCRFO and yourself. Also, to help expedite your review, I'm attaching the previous version with Track Changes so that you can see what revisions were made.

Let me know if you have any questions. Thank you!

Alex

=====

Alejandra M. Baer, QA Manager

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702.784.8201 (f)

baer.alejandra@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]
From: Chan, Imei
Sent: Tue 1/27/2015 4:48:57 PM
Subject: Document to discuss at 1 pm meeting today
[Deputy Administrator Memo FOG Guidelines Initiative 11_17_2014\[1\].pdf](#)

Ron and Andrea,

Among the many things we want to discuss at our 1 pm meeting today, Ingrid and I would also like to better understand some of the information contained in the attached memo that Andrea forwarded to us back in December. Some of our questions regarding this memo include:

- Who in OAR/ORIA is the POC for the FOG implementation?
- What is in OAR's implementation plan and how does it intersect/impact what we are doing with "Getting the QA Program turned back on," so to speak?
- Has OAR/ORIA/NCRFO reached out to the FOG SME team for support (as they have offered) to ascertain where we are with our field work program?
- What is OAR/ORIA/NCRFO's plan in meeting Agency's deadline of August 15, 2015 to complete our FOG implementation gap analysis?

I Mei

-----Original Message-----

From: Stafford, Andrea
Sent: Thursday, December 11, 2014 1:29 PM
To: Chan, Imei; Rosencrantz, Ingrid
Subject: FOG Quality Memo

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

office: (702) 784-8203

cell: (702) 460-8398

fax: (702) 784-8201

To: Fraass, Ron[Fraass.Ron@epa.gov]; Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]; Wisdom, Mary F.[Wisdom.Mary@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]
From: Stafford, Andrea
Sent: Tue 1/6/2015 11:10:19 PM
Subject: Agenda for Tomorrow's NCRFO QA Gap Analysis Response Meeting

Folks –

The planned agenda for tomorrow's meeting includes:

Time (DC)	Topic	Lead(s)
2:00-2:05	Intro/Kick Off and Goals of Meeting	Ingrid
2:05-2:15	Background on Gap Analysis and Report	Andrea
2:15-2:25	NCRFO Concerns Regarding Quality of Report	Andrea
2:25-2:35 Response	Development of NCRFO's Gap Analysis Response & Corrective Actions	Emilio/Alex
2:35-3:15 Number	Walk through NCRFO's Response by Observation	Andrea/Emilio/Ed/Jeremy
3:15-3:30 Actions	Questions/Closing/Request for Mary's Feedback on NCRFO Corrective on	

Thanks and look forward to talking to everyone tomorrow.

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

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To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Wisdom, Mary F.[Wisdom.Mary@epa.gov]
Cc: Chan, Imei[Chan.Imei@epa.gov]
From: Rosencrantz, Ingrid
Sent: Mon 1/5/2015 1:56:57 PM
Subject: Gap Analysis Response Walk-Through

Happy New Year! Hope everyone had a nice break. I just wanted to drop a quick note to say that everyone has accepted the meeting invitation for this Wednesday afternoon for the Gap Analysis walk-through. Please plan on attending via a video conference. I will follow-up tomorrow with details on the videoconference. Thanks.

Ingrid

Ingrid Rosencrantz

Radiation Protection Division

OAR/ORIA

202-343-9286

To: Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Rosencrantz, Ingrid[Rosencrantz.Ingrid@epa.gov]; Wisdom, Mary F.[Wisdom.Mary@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Baer, Alejandra M.
Sent: Mon 12/29/2014 11:23:29 PM
Subject: RE: NCRFO Final Draft Gap Analysis Response
Response to 2014 Gap Analysis - final for review 2014.12.24 BAER.docx

Here are my comments/edits. Let me know if you have any questions. Thanks.

Alex

Alejandra M. Baer, QA Manager

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baer.alejandra@epa.gov

From: Stafford, Andrea
Sent: Wednesday, December 24, 2014 12:52 PM
To: Rosencrantz, Ingrid; Wisdom, Mary F.; Chan, Imei; Fraass, Ron; Baer, Alejandra M.; Wilds, Edward; Johnson, Jeremy; Braganza, Emilio B.
Subject: NCRFO Final Draft Gap Analysis Response

Folks –

Attached is what I will call NCRFO's final draft response to our Gap Analysis. I'm leaving the reference to "draft" because no one has had an opportunity to review this document due to planned vacations and unplanned medical emergencies. So I hesitate to call this NCRFO's final response since I made a lot of changes to the previous document that you have seen. My

modifications focused on:

Ex. 5 - Deliberative Process

I believe this document is a very solid response and I am not expecting that my NCRFO counterparts will have any major concerns or input – but I do want them to have an opportunity to review this work. I also believe that this document as it currently stands can form the basis for our scheduled conference call on January 7th - so we should go forward with that planned meeting.

Thank you and Happy Holidays!!!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

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From: Stafford, Andrea
Location: LV-NCRFO-Room-LPC-602-Palo_Verde
Importance: Normal
Subject: Gap Analysis Response Walk-Thru
Start Date/Time: Wed 1/7/2015 7:00:00 PM
End Date/Time: Wed 1/7/2015 8:30:00 PM

Folks -

The purpose of this meeting is to provide context and set the stage for Mary Wisdom, I Mei Chan and Ingrid Rosencrantz in regards to our Gap Assessment response document. I'm still finalizing the assessment response (based off of Emilio's original draft) and will send that out shortly.

Thanks -
Andrea

To: Wisdom, Mary F.[Wisdom.Mary@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]
From: Rosencrantz, Ingrid
Sent: Tue 12/23/2014 12:35:57 PM
Subject: Gap Analysis Responses expected on Wednesday, December 23.

Hi Mary,

Hope you are doing well. I wanted to give you a head's up that Andrea needs more time to complete the Gap Analysis responses and will e-mail them to you, Imei and myself this Wednesday, December 23. I don't necessarily think this will affect our meeting set for January 7. Please let me know if you think otherwise. Thanks.

Hope you enjoy your time off. Happy Holidays.

Ingrid

Ingrid Rosencrantz

Radiation Protection Division

OAR/ORIA

202-343-9286

To: Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]
From: Baer, Alejandra M.
Sent: Thur 12/18/2014 7:34:48 PM
Subject: Draft Response Memo
[Response to 2014 Gap Analsis Memorandum.doc](#)

Andrea, per our meeting 8/16, here is the draft memo (to accompany the gap analysis CAs and responses document). Let me know what your thoughts are. Do we mention that this is not a final report, but we identify validity in some of the observations?

Thanks

Alex

=====

Alejandra M. Baer, QA Manager

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baer.alejandra@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]
From: Rosencrantz, Ingrid
Sent: Wed 12/17/2014 11:07:08 AM
Subject: Re: Comments on Gap Assessment

Thanks so much. I will work on organizing a meeting so you all can go through the responses with Mary, to be followed by a meeting for Mary to provide feedback. Stay tuned.
Ingrid

Sent from my iPhone

On Dec 16, 2014, at 6:49 PM, "Fraass, Ron" <Fraass.Ron@epa.gov> wrote:

Ingrid, Andrea, Alex, and our Center Directors met with me this afternoon concerning our modified response to the Gap Assessment. Andrea is drafting up our modifications and we will send those to you on Monday at the latest. If we have them final Friday, you will receive them then.

We will send a copy to Mary Wisdom at that time as well.

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

To: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Chan, I Mei[Chan.I Mei@epa.gov]
From: Rosencrantz, Ingrid
Sent: Fri 12/12/2014 4:03:16 PM
Subject: Follow-up on yesterday's call concerning QA GAP analysis response revision

Ron, Andrea,

It was nice to meet you both via telephone yesterday. I'm looking forward to working with you and will try to touch base with each of you next week. In the meantime, based on yesterday's call, I wanted to get to you a list of next steps for the GAP analysis responses. Below, I've summarized what I heard in terms of action items. If you have any comments, questions or heard something different, please let me know. Thanks.

First, if I recall correctly, Ron, once you have talked to your folks, you will get back to me on Monday, December 15, with a date for when you all can commit to having the revised responses to the GAP analysis completed. I'll note that I Mei said it's better to have a thorough response rather than a quick one.

Secondly, once those revised responses are complete, you all would send them to Mary Wisdom, cc'ing I Mei and myself, and whomever else you feel appropriate.

Third, I will organize and facilitate a meeting where you all can review your responses with Mary, explaining and answering questions, with the goal of providing clarity on the responses. As I Mei said, this meeting will not be for feedback on the responses but rather, will provide an opportunity to make sure Mary has the benefit of your insights into the responses.

Forth, at a later time, once Mary has reviewed and digested the responses, she will provide to you her feedback on the responses. I will set up a meeting for Mary to walk through her feedback. As mentioned on yesterday's call, we are hopeful that this meeting could happen sometime mid-January, roughly.

I hope you find this summary helpful. Again, please let me know if heard something different or have questions. I look forward to working with you all. Hope you both have a good weekend!

Ingrid Rosencrantz

Radiation Protection Division

OAR/ORIA

Cell 202-579-5157

To: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Chan, Imei
Sent: Tue 11/25/2014 10:28:42 PM
Subject: RE: I Mei's Visit to Las Vegas/NCRFO Quality Discussions

All,

I look forward to spending time with you all next week. Andrea, thanks again for your diligent and quick work in orchestrating these meetings for us.

Have a wonderful Thanksgiving, everyone! ☺

I Mei

I Mei Chan, Senior Advisor for Workforce Development
(Associate Certified Coach, ICF)
Environmental Protection Agency
Office of Air and Radiation
Office of Radiation and indoor Air
Mail Code: 6601T
Room 1305B, 1301 Constitution Ave., NW

Washington, DC 20004
Tel: (202) 343-9048; Cell: (202) 603-5329; Fax: (202) 343-2395

From: Stafford, Andrea
Sent: Tuesday, November 25, 2014 4:27 PM
To: Fraass, Ron; Baer, Alejandra M.; Wilds, Edward; Johnson, Jeremy; Braganza, Emilio B.; Goodman, Roger
Cc: Chan, Imei
Subject: I Mei's Visit to Las Vegas/NCRFO Quality Discussions

Folks –

As I shared with some of you last week, I Mei Chan will be visiting us during the first week of December. As the lead for the newly-formed NCRFO QA Workgroup, I Mei would like to meet with managers and key staff in order to gather data, personal perspectives, concerns, etc on our quality work over the last several years. I Mei's goal is to gain a better understanding of our QA

efforts including the core issues that have challenged us in successfully implementing our ER/field QA program and barriers that we have encountered. I Mei also hopes to identify and discuss immediate, short term steps to move forward – especially in addressing the Quality Gap Analysis.

Please see the attached agenda that I Mei and I put together. On Tuesday and Wednesday (Dec 2 and 3), we'll focus on individual and group discussions with key QA staff – basically the Quality Assurance Management Team staff. Thursday (Dec 4) has several open slots that may be devoted to individual meetings between I Mei and selected staff that were interviewed during the Gap Assessment. As this agenda is somewhat fluid and could be impacted by information that I Mei gains during her time with us, I'm asking for your patience and flexibility if modifications need to be made to the schedule once we're underway.

If you have any questions, please don't hesitate to reach out.

Thank you!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

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Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Fraass, Ron[Fraass.Ron@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
Cc: Chan, I Mei[Chan.I Mei@epa.gov]
From: Stafford, Andrea
Sent: Tue 11/25/2014 9:26:49 PM
Subject: I Mei's Visit to Las Vegas/NCRFO Quality Discussions
[Draft Agenda for I Mei's Visit to NCRFO Dec 2014.xlsx](#)

Folks –

As I shared with some of you last week, I Mei Chan will be visiting us during the first week of December. As the lead for the newly-formed NCRFO QA Workgroup, I Mei would like to meet with managers and key staff in order to gather data, personal perspectives, concerns, etc on our quality work over the last several years. I Mei's goal is to gain a better understanding of our QA efforts including the core issues that have challenged us in successfully implementing our ER/field QA program and barriers that we have encountered. I Mei also hopes to identify and discuss immediate, short term steps to move forward – especially in addressing the Quality Gap Analysis.

Please see the attached agenda that I Mei and I put together. On Tuesday and Wednesday (Dec 2 and 3), we'll focus on individual and group discussions with key QA staff – basically the Quality Assurance Management Team staff. Thursday (Dec 4) has several open slots that may be devoted to individual meetings between I Mei and selected staff that were interviewed during the Gap Assessment. As this agenda is somewhat fluid and could be impacted by information that I Mei gains during her time with us, I'm asking for your patience and flexibility if modifications need to be made to the schedule once we're underway.

If you have any questions, please don't hesitate to reach out.

Thank you!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

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To: Wisdom, Mary F.[Wisdom.Mary@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Stafford, Andrea
Sent: Mon 11/17/2014 9:53:23 PM
Subject: Draft Response to NCRFO Gap Analysis
[Response to 2014 Gap Analysis - draft final for review.docx](#)

Mary –

Please find attached our draft response to NCRFO's Gap Analysis that was performed over the summer. I'm sure that you will be able to orient yourself quickly in terms of how we structured the response. However, I'd also like to offer that we would be more than happy to schedule a short meeting with you to provide context and set the stage for how we laid this out prior to your review. Please let me know if you'd prefer a short meeting and we'll take the lead on getting that scheduled as quickly as possible.

We appreciate your review and input on this document.

Thanks!!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

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To: Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Baer, Alejandra M.
Sent: Mon 11/17/2014 6:48:00 PM
Subject: FW: Current GAP Analysis Response with Corrective Actions
Response to 2014 Gap Analysis - J Johnson post meeting BAER.docx

Here are my comments and edits to language changes. Before we call anything COMPLETE, I'll need to verify the corrective actions to assure they are complete and closed...something Ron and I will do. Thanks.

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

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baer.alejandra@epa.gov

From: Braganza, Emilio B.
Sent: Friday, November 14, 2014 8:47 AM
To: Stafford, Andrea; Fraass, Ron; Wilds, Edward; Johnson, Jeremy; Baer, Alejandra M.; Goodman, Roger
Subject: Current GAP Analysis Response with Corrective Actions

Good morning,

Thanks for the meeting the other day. Based on your comments, I've rewritten the first table (that contains the assessor observations and our causes where applicable). The second table now contains the corrective actions. We didn't discuss these during the meeting, but I did get an idea of what direction you all wanted the preventive measures to go. So, I've updated those. Finally, I redid the front text and did not include any challenges to the GAP analysis document since we discussed that kind of language belonged in a separate document. Rather, the front text now contains a description of the two tables.

You will need to review the deadlines that I have placed in the corrective actions. I just pulled that date from the top of my head and there has been no discussion about appropriate deadline dates.

Here's a couple of things to keep in mind. We found 30 observations in the assessor's report. This led to 14 corrective actions. Seven of these corrective actions have been completed and are ready for Alex to review so that she may close these particular corrective actions. Six of the corrective actions are being worked on and have not been completed and these are the ones that need to have a deadline placed on them (in the document). There is one corrective action that isn't planned yet and has no deadline (the database).

Emilio

To: Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Johnson, Jeremy
Sent: Fri 11/14/2014 9:57:44 PM
Subject: Oct. 21 Issue between Gary and Roger

Ron,

During my interview with Gary this morning, Gary said that he sent copies of the data gap analysis report (w/ comments in the margins) to Doug and Malek. The same version he forwarded to you and Mike. Later, I asked Doug if he saw the document and he confirmed that he received a copy via email from Gary. Doug said that he printed the document and deleted the email. I asked Gary if he could send me the email he sent to Doug and Malek. Gary checked and then told me that he too had deleted the email. I'll follow-up with Malek on Monday.

Jeremy

To: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Johnson, Jeremy[Johnson.Jeremy@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]
From: Braganza, Emilio B.
Sent: Fri 11/14/2014 4:47:26 PM
Subject: Current GAP Analysis Response with Corrective Actions
[Response to 2014 Gap Analysis - J Johnson post meeting.docx](#)

Good morning,

Thanks for the meeting the other day. Based on your comments, I've rewritten the first table (that contains the assessor observations and our causes where applicable). The second table now contains the corrective actions. We didn't discuss these during the meeting, but I did get an idea of what direction you all wanted the preventive measures to go. So, I've updated those. Finally, I redid the front text and did not include any challenges to the GAP analysis document since we discussed that kind of language belonged in a separate document. Rather, the front text now contains a description of the two tables.

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Emilio

To: Braganza, Emilio B.[Braganza.Emilio@epa.gov]; Goodman, Roger[Goodman.Roger@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]; Wilds, Edward[Wilds.Edward@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Johnson, Jeremy
Sent: Fri 11/7/2014 1:28:26 AM
Subject: Data Gap Analysis Response - My comments
[Response to 2014 Gap Analysis - J Johnson.docx](#)

I wish I had more time to provide comments/revisions on the document. The updated document is quite different than previous documents so I had a lot of comments. Also, given the documents anticipated audience I have additional comments on the introductory text. Overall, I have some questions on how we present the areas we completely disagree with (unsupported conclusions) in the introductory text. Do we discuss it (with examples) or punt it to another work product. You'll have to see my proposed revisions. Also, I have some concerns over the preventive measures, the accuracy of multiple responses, and who is responsible for some corrective actions. There also appears to be a significant redundancy in Table 2. Well I'll leave it at that and for discussion on Wed. My comments/revisions are attached in redline/strikeout format.

To: Fraass, Ron[Fraass.Ron@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Griggs, John
Sent: Fri 11/7/2014 12:17:49 AM
Subject: RE: Response to Las Vegas's Gap Analysis Question

Ron ,

I was more than happy to do it.

Regards,

John

John G. Griggs, PhD., Director

National Analytical Radiation Environmental Laboratory (NAREL)

Office of Radiation and Indoor Air (ORIA)

USEPA

334-270-3401

griggs.john@epa.gov

www.epa.gov/narel/

From: Fraass, Ron
Sent: Thursday, November 06, 2014 6:12 PM
To: Griggs, John; Flynn, Mike; Cherepy, Andrea; Stafford, Andrea
Subject: RE: Response to Las Vegas's Gap Analysis Question

Thank you John. As indicated in this response, the majority of this material was provided in the original report.

We are working several of the issues at this time. I appreciate you going back to the contractor with our question.

Ron

Ronald G. Fraass, Director

National Center for Radiation Field Operations

4220 South Maryland Ave; Bldg C

Las Vegas, NV 89119

Tel: 702 784-8220

Fax: 702 784-8201

fraass.ron@epa.gov

From: Griggs, John

Sent: Thursday, November 06, 2014 4:08 PM

To: Flynn, Mike; Cherepy, Andrea; Fraass, Ron; Stafford, Andrea

Subject: FW: Response to Las Vegas's Gap Analysis Question

Attached is the response to the questions posed to EMS regarding the Gap Analysis.

John

John G. Griggs, PhD., Director

National Analytical Radiation Environmental Laboratory (NAREL)

Office of Radiation and Indoor Air (ORIA)

USEPA

334-270-3401

griggs.john@epa.gov

www.epa.gov/nare/

From: Jen.Rando@emsus.com [<mailto:Jen.Rando@emsus.com>]
Sent: Thursday, November 06, 2014 9:14 AM
To: Griggs, John; Askren, Daniel R.
Subject: Response to Las Vegas's Gap Analysis Question

Here is our response to the recent question posed by Las Vegas on the Gap analysis conducted in August. Please let me know if you have any questions.

Jen Rando
Environmental Management Support, Inc.
8601 Georgia Ave., Suite 500
Silver Spring, MD 20910
Office 443-695-5904
Fax 301-589-8487
A Small Environmental Consulting Firm Delivering Big Results - www.emsus.com

To: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Griggs, John
Sent: Fri 11/7/2014 12:08:14 AM
Subject: FW: Response to Las Vegas's Gap Analysis Question
[Reply to NCRFO Gap Analysis Response DCB 20141104.docx](#)

Attached is the response to the questions posed to EMS regarding the Gap Analysis.

John

John G. Griggs, PhD., Director

National Analytical Radiation Environmental Laboratory (NAREL)

Office of Radiation and Indoor Air (ORIA)

USEPA

334-270-3401

griggs.john@epa.gov

www.epa.gov/narel/

From: Jen.Rando@emsus.com [mailto:Jen.Rando@emsus.com]
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To: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Griggs, John
Sent: Fri 11/7/2014 12:03:44 AM
Subject: FW: Response to Las Vegas's Gap Analysis Question
[Reply to NCRFO Gap Analysis Response DCB 20141104.docx](#)

John G. Griggs, PhD., Director

National Analytical Radiation Environmental Laboratory (NAREL)

Office of Radiation and Indoor Air (ORIA)

USEPA

334-270-3401

griggs.john@epa.gov

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From: Jen.Rando@emsus.com [mailto:Jen.Rando@emsus.com]
Sent: Thursday, November 06, 2014 9:14 AM
To: Griggs, John; Askren, Daniel R.
Subject: Response to Las Vegas's Gap Analysis Question

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Office 443-695-5904
Fax 301-589-8487
A Small Environmental Consulting Firm Delivering Big Results - www.emsus.com

To: Fraass, Ron[Fraass.Ron@epa.gov]
Cc: Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Baer, Alejandra M.
Sent: Wed 11/5/2014 10:39:20 PM
Subject: QMP-1 R5 (draft)
[QMP-1 2014.05.08 Draft Final R1 \(5-28-14\) BAER r0 Gap Analysis.docx](#)

Ron, here is the latest revision of the Quality Management Plan (R5, draft). It includes ER, Deployables, and Scanner Van activities. Please let me know if you have any questions.

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

702.784.8201 (f)

baer.alejandra@epa.gov

To: Flynn, Mike[Flynn.Mike@epa.gov]; Edwards, Jonathan[Edwards.Jonathan@epa.gov]; Perrin, Alan[Perrin.Alan@epa.gov]; Logan, Kia[Logan.Kia@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; White, Rick[White.Rick@epa.gov]; Harrison, Jed[Harrison.Jed@epa.gov]
Cc: Rowson, David[Rowson.David@epa.gov]; Smith, Alisa[Smith.Alisa@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Chan, Imei
Sent: Tue 11/4/2014 3:23:57 PM
Subject: Radon Action Plan from IED and NCRFO
[Radon federal actions roadmap.doc](#)
[Roadmap Action Planning for QA.docx](#)

Hi,

For our meeting this Thursday, please see attached a copy of the Action Plan from IED and NCRFO, respectively. Thanks!

I Mei

From: Chan, Imei
Sent: Tuesday, October 28, 2014 10:52 AM
To: Edwards, Jonathan; Perrin, Alan; Fraass, Ron; Stafford, Andrea; Rowson, David; Smith, Alisa; Griggs, John; Clark, Mike S.
Cc: Flynn, Mike; Cherepy, Andrea; White, Rick; Logan, Kia; Harrison, Jed
Subject: Action Plan Review meeting on Nov 6

Dear Directors and Deputies,

This is a friendly reminder that your Action Plan, one per Division/Lab/Center (listed in email below) is due this Friday, October 31. As the first set of Action Plans to be rolled out, so to speak, we can learn a great deal from one another's experiences. So, please share your Action Plan with everyone on this mailing list by next Monday. We will convene to review/provide feedback on these Action Plans next Thursday, November 6 (meeting invite just went out to you.)

If there is anything I can be of assistance to you to complete your Action Plan, please let me know. Thanks!

I Mei

From: Chan, Imei

Sent: Monday, October 20, 2014 4:45 PM

To: Edwards, Jonathan; Perrin, Alan; Fraass, Ron; Stafford, Andrea; Rowson, David; Smith, Alisa; Griggs, John; Clark, Mike S.

Cc: Flynn, Mike; Cherepy, Andrea; White, Rick; Logan, Kia; Harrison, Jed

Subject: Roadmap action plans due 10/31/14

Directors and Deputies,

As we discussed at last Tuesday's ORIA Managers' meeting, each of your organizations will be developing an Action Plan that will focus on your current work or work that has already started in some way. These Action Plans will be due 10/31/14. Below is the list of Action Plans by organization (I hope my memory serves me, please correct if I am off):

- IED: An Action Plan on Radon
- NAREL: Lab Facility Upgrade Action Plan
- NCRFO: Quality Assurance Program Action Plan
- RPD: A rule-making Action Plan (select from one of the rules that work is already underway)

Meanwhile, as I communicated in my email below, the rest of the Action Plans that started on 9/22 will have until 11/30/14 to complete. I will be sharing some comments (from Michael and me) with the Team Leaders for their considerations as they lead their teams to complete their Action Plans. I would appreciate your additional support in encouraging Team Leaders within your organizations to continue their action planning efforts.

Thanks!

I Mei

To: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Logan, Kia[Logan.Kia@epa.gov]; Chan, Imei[Chan.Imei@epa.gov]; White, Rick[White.Rick@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Andrea Stafford
Sent: Mon 11/3/2014 5:46:49 AM
Subject: NCRFO Roadmap for QA Activities
[Roadmap Action Planning for QA.docx](#)

Folks -

I couldn't get my epa email to work tonight so I'm sending this document from my personal email address. Please find attached a very draft roadmap action plan for NCRFO QA Activities. I say "very draft" because given the change in ORIA QA management, we will need to bring Mary W up to speed on our current QA status and solicit her input and feedback on going forward in a positive and productive manner. In order to move forward with this plan of action, Ron and I will be discussing this with Mike and Andrea during our next General.

Please let me or Ron know if you have any questions.
Andrea

To: Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]
From: Baer, Alejandra M.
Sent: Mon 10/20/2014 8:16:54 AM
Subject: NCRFO's Path Forward
[NCRFO Quality System Proposal.pdf](#)

Mike,

As the NCRFO QA Manager, I've prepared a proposal

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

included you'll find a proposal on how we move forward successfully to meet Agency requirements.

If you have any questions, please don't hesitate to ask.

Thank you.

Alejandra Baer

NCRFO QA Manager

702.784.8281 (o)

To: jen.rando@emsus.com[jen.rando@emsus.com]
Cc: Griggs, John[Griggs.John@epa.gov]
From: Askren, Daniel R.
Sent: Thur 10/16/2014 4:37:11 PM
Subject: EP-W-13-016 Task 10 report follow-up
[Feedback Needed in Response to NCRFO Gap Analysis.docx](#)

Jen

The NCRFO has requested clarification of information in the Gap Analysis report that EMS provided as part of Task 10.

I've attached their request here as a Word document.

Could you assist with this request?

Thanks,

Dan Askren

RadNet Real-Time Air Monitoring Program Operations Manager

National Analytical Radiation Environmental Laboratory

U.S. Environmental Protection Agency

540 S. Morris Ave.

Montgomery, AL 36115

334-270-3422

To: Askren, Daniel R.[Askren.Dan@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Griggs, John[Griggs.John@epa.gov]
From: Stafford, Andrea
Sent: Tue 10/14/2014 8:52:58 PM
Subject: RE: Feedback Needed from EMS Regarding NCRFO's Quality Gap Analysis Report

I appreciate it Dan!!

From: Askren, Daniel R.
Sent: Tuesday, October 14, 2014 1:24 PM
To: Stafford, Andrea
Cc: Fraass, Ron; Griggs, John
Subject: RE: Feedback Needed from EMS Regarding NCRFO's Quality Gap Analysis Report

Very good. I was out Friday afternoon and playing catch-up this morning. I'll get this forwarded to the contractor.

Thanks,

Dan Askren

RadNet Real-Time Air Monitoring Program Operations Manager

National Analytical Radiation Environmental Laboratory

U.S. Environmental Protection Agency

540 S. Morris Ave.

Montgomery, AL 36115

334-270-3422

From: Stafford, Andrea

Sent: Friday, October 10, 2014 3:25 PM

To: Askren, Daniel R.; Griggs, John

Cc: Fraass, Ron

Subject: Feedback Needed from EMS Regarding NCRFO's Quality Gap Analysis Report

Dan and John –

Based on our conversation yesterday with Mike F and the conversation Ron, John and I had this morning, attached is the critical question that we need answered from EMS regarding NCRFO's Quality Gap Analysis Report.

Per our conversation this morning, when this question is posed to EMS and/or Mr. Burns, Ron and I will be cc'd on the email.

Thank you so much!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

Office phone: (702) 784-8203

Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Stafford, Andrea[Stafford.Andrea@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]; Clark, Mike S.[Clark.Michael@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]
From: Askren, Daniel R.
Sent: Thur 10/9/2014 6:38:11 PM
Subject: RE: Meeting Request with EMS Contracting Specialist

Hey Andrea

We're making some progress on the best way to proceed. Mike Clark is in the loop, so you can contact him if there are particular questions.

Dan Askren

RadNet Real-Time Air Monitoring Program Operations Manager

National Analytical Radiation Environmental Laboratory

U.S. Environmental Protection Agency

540 S. Morris Ave.

Montgomery, AL 36115

334-270-3422

From: Stafford, Andrea
Sent: Thursday, October 09, 2014 10:19 AM
To: Askren, Daniel R.
Cc: Fraass, Ron; Clark, Mike S.; Cherepy, Andrea
Subject: FW: Meeting Request with EMS Contracting Specialist

Dan —

I left you a voice mail message this morning and wanted to follow up with an email. Can you let

me know the status of getting a meeting scheduled with Christy regarding the EMS contract and NCRFO Gap Analysis report? I'm more than happy to get the meeting scheduled if you could give me some sense of your availability over the next few days.

Thank you –

Andrea

From: Stafford, Andrea
Sent: Monday, October 06, 2014 8:36 AM
To: Askren, Daniel R.
Cc: Fraass, Ron; Cherepy, Andrea
Subject: Meeting Request with EMS Contracting Specialist

Dan –

NCRFO has several questions/concerns regarding the Gap Analysis report that we were unable to address prior to receiving the final report. Based on our discussions with Mike F, we are developing a one-pager that we'd like to share with you and the Contracting Specialist in order to receive guidance on any avenues available to the government to address these questions/concerns.

As the WAM of this contract, could you please reach out the Christy D (Contracting Specialist) and request a meeting where we can share with her our one-pager and request her guidance? We will make ourselves available during any time that she is available but I do ask that the meeting be scheduled no earlier than 8:00 a.m. PST.

Thank you -

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

Office phone: (702) 784-8203

Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Stafford, Andrea[Stafford.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]
From: Cherepy, Andrea
Sent: Thur 10/9/2014 5:55:12 PM
Subject: RE: Meeting Request with EMS Contracting Specialist

Thank you. Let's use my conference line:

1- [Ex. 6 - Personal Privacy]
Code: [Ex. 6 - Personal Privacy]

From: Stafford, Andrea
Sent: Thursday, October 09, 2014 1:34 PM
To: Cherepy, Andrea; Fraass, Ron
Subject: RE: Meeting Request with EMS Contracting Specialist

Certainly.

From: Cherepy, Andrea
Sent: Thursday, October 09, 2014 10:33 AM
To: Stafford, Andrea; Fraass, Ron
Subject: FW: Meeting Request with EMS Contracting Specialist

Sorry about that. I meant **3:30 ET today**.

Andrea

From: Cherepy, Andrea
Sent: Thursday, October 09, 2014 1:23 PM
To: Stafford, Andrea; Fraass, Ron
Subject: RE: Meeting Request with EMS Contracting Specialist

Are you free at 4:30 ET today to join Mike and me in a discussion with NAREL on this issue?

Thanks,

Andrea

From: Stafford, Andrea
Sent: Thursday, October 09, 2014 1:06 PM
To: Fraass, Ron; Cherepy, Andrea
Subject: FW: Meeting Request with EMS Contracting Specialist

Sorry –

I should have cc'd you both on my response to Mike. I just called Charlotte at NAREL to try and track down Dan. She suggested that I call the RadNet Situation room number so I'm going to do that now.

Andrea

From: Stafford, Andrea
Sent: Thursday, October 09, 2014 9:38 AM
To: Flynn, Mike
Subject: FW: Meeting Request with EMS Contracting Specialist

Mike –

I have been trying to connect with Dan to no avail. I'm anxious to move forward on this. Please see my emails below. I also left a voice mail for Mike C yesterday.

I'm available all day so reach out when you're free.

Thanks -

Andrea

From: Stafford, Andrea
Sent: Thursday, October 09, 2014 8:19 AM
To: Askren, Daniel R.
Cc: Fraass, Ron; Clark, Mike S.; Cherepy, Andrea
Subject: FW: Meeting Request with EMS Contracting Specialist

Dan --

I left you a voice mail message this morning and wanted to follow up with an email. Can you let me know the status of getting a meeting scheduled with Christy regarding the EMS contract and NCRFO Gap Analysis report? I'm more than happy to get the meeting scheduled if you could give me some sense of your availability over the next few days.

Thank you --

Andrea

From: Stafford, Andrea
Sent: Monday, October 06, 2014 8:36 AM
To: Askren, Daniel R.
Cc: Fraass, Ron; Cherepy, Andrea
Subject: Meeting Request with EMS Contracting Specialist

Dan --

NCRFO has several questions/concerns regarding the Gap Analysis report that we were unable to address prior to receiving the final report. Based on our discussions with Mike F, we are developing a one-pager that we'd like to share with you and the Contracting Specialist in order to receive guidance on any avenues available to the government to address these questions/concerns.

As the WAM of this contract, could you please reach out the Christy D (Contracting Specialist) and request a meeting where we can share with her our one-pager and request her guidance? We will make ourselves available during any time that she is available but I do ask that the meeting be scheduled no earlier than 8:00 a.m. PST.

Thank you -

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

Office phone: (702) 784-8203

Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Fraass, Ron[Fraass.Ron@epa.gov]
From: Baer, Alejandra M.
Sent: Wed 10/8/2014 6:12:07 PM
Subject: RE: Path forward
2014 09 NCRFO Quality System Proposal R2.pdf

Hmmm...that's odd. It looked fine. Okay, I'm resending it now. If you'd like, I can print you a copy?

Alex

=====

Alejandra M. Baer, QA Manager

U.S. EPA/ORIA/NCRFO

4220 S. Maryland Parkway, Bldg. C

Las Vegas, NV 89119

702.784.8281 (o)

702.784.8201 (f)

baer.alejandra@epa.gov

From: Fraass, Ron
Sent: Wednesday, October 08, 2014 11:07 AM
To: Baer, Alejandra M.
Subject: Path forward

Alex, the document is missing several letters. Almost impossible to read

Please check and resend. Thanks. Ron

Sent from my BlackBerry 10 smartphone.

To: Flynn, Mike[Flynn.Mike@epa.gov]; Stafford, Andrea[Stafford.Andrea@epa.gov]; Baer, Alejandra M.[Baer.Alejandra@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]
From: Campagna, Shirley A.
Sent: Thur 10/2/2014 6:36:01 PM
Subject: Memorandum to File
[DOC_201410029455.pdf](#)

Hi all. Enclosed please find a Memorandum to File from Ron Fraass dated October 2, 2014 regarding NCRFO Quality Improvements Following Gap Analysis.

Thanks,

Shirley

Shirley Campagna

Management Assistant (SEE-NAHE)

Office of the Director

US EPA, National Center for Radiation Field Operations

4220 S. Maryland Parkway, Building C

Las Vegas, NV 89119

Phone: (702) 784-8224

To: Flynn, Mike[Flynn.Mike@epa.gov]; Cherepy, Andrea[Cherepy.Andrea@epa.gov]
Cc: Fraass, Ron[Fraass.Ron@epa.gov]
From: Stafford, Andrea
Sent: Mon 9/29/2014 7:12:19 PM
Subject: NCRFO Quality Gap Assessment Time and Status of Actions Taken
[NCRFO Quality Gap Assessment Timeline and Status.docx](#)

Mike and Andrea –

For discussion during our General today.

Thanks!!

Andrea Stafford

Deputy Director

National Center for Radiation Field Operations

U.S. EPA

Office phone: (702) 784-8203

Cell phone: (702) 460-8398

Fax: (702) 784-8201

To: Askren, Daniel R.[Askren.Dan@epa.gov]
Cc: Cherepy, Andrea[Cherepy.Andrea@epa.gov]; Fraass, Ron[Fraass.Ron@epa.gov]; Griggs, John[Griggs.John@epa.gov]
From: Stafford, Andrea
Sent: Thur 9/25/2014 11:08:07 PM
Subject: FW: Report SOW

Dan –

I'm completely confused and am requesting a better explanation about the events related to our Gap Analysis. Especially in light of the fact that I have provided information to my Director and the ORIA Office Director, based on information that NAREL provided to me, that is completely different than what you have shared in your email below.

On August 15th, I initiated a call with you and John Griggs regarding our Gap Analysis report. During that call, I shared with you our concern that **Ex. 5 - Deliberative Process** and John shared with me that the report we had received was final and that the assessor was no longer working for the contractor (EME). **Ex. 5 - Deliberative Process** You

At no point in our conversation did you or John indicate to me that:

- ☐ ☐ ☐ ☐ ☐ ☐ you had received a draft report

Ex. 5 - Deliberative Process

I'm struggling to understand this situation and welcome any information or clarifications that you can provide.

Thank you –

Andrea

From: Fraass, Ron
Sent: Wednesday, September 24, 2014 3:00 PM
To: Stafford, Andrea
Subject: Fw: Report SOW

Sent from my BlackBerry 10 smartphone.

From: Askren, Daniel R. <Askren.Dan@epa.gov>

Sent: Wednesday, September 24, 2014 14:08

To: Fraass, Ron

Cc: Griggs, John

Subject: Report SOW

Ron

I've copied the Statement of Work for the gap analysis here, in case it helps with questions you have.

The SOW didn't require revisions based on comments. So accordingly in August, I reviewed his draft gap analysis report, I didn't note any need for clarifications or changes, and I asked him to resubmit the draft as the final report. Dates for a draft and final report were indicated to ensure completion in a timely manner. My quick turnaround was because at the time everyone was pretty anxious to see the report, and because Dave had to wrap up his work with the contractor as he was changing jobs. Once the final version was submitted the task was complete.

I hope this helps,

Dan

The contractor shall conduct a gap analysis of EPA's National Center for Radiation Field Operations (NCRFO) relative to EPA's QA requirements. The gap analysis and review